

5,800 jobs to go as Kmart closes another 72 stores

US discount store group, Kmart announced it plans to close another 72 stores and shed 5,800 jobs, between August and the end of the year. The latest retrenchment comes on top of the cuts announced last September when Kmart said it was closing 110 discount stores with the loss of 6,000 jobs. It also plans to cut its management workforce by 10 per cent. Page 15

Toyota to cut graduate intake Toyota, Japan's leading carmaker, is to cut recruitment of university graduates next spring by about 80 per cent. The decision reflects mounting pressures on the domestic car industry in the face of the yen's sharp rise and the risk of luxury cars exported to the US. Page 14

Protesters throw eggs at Prince Charles



Republican protesters threw eggs at the Prince of Wales during a royal walkabout in the centre of Dublin (above). The eggs missed the prince, who continued his tour of Dublin's Trinity College. Three young men, wearing republican ribbons, were arrested.

Siebo announces \$432m profits Siebo, the UK controls group, announced a 27 per cent increase in profits to \$275.1m (\$432m) in the year to April 1, amid record demand for industrial controls and temperature appliances and an improved performance by Foxboro, its US subsidiary. Page 15

Japanese whaling request refused Japan's request to resume small-scale commercial whaling has been refused, in spite of signs that the international community is softening its attitude to the Japanese demand. Page 7

France to cut Unisul stakes The French government is expected to reduce its stake in steelmaker Unisul Sidor to below 10 per cent as part of its privatisation, while a group of core investors will hold about 15 per cent of the shares. Page 15

S.G. Warburg's \$1.35bn sale approved The sale of S.G. Warburg's investment banking business to Swiss Bank Corporation for \$1.35bn (\$1.35bn) was agreed at a shareholders meeting in spite of strong criticism of the bank's management from a former board director. Page 20

Oryx sells oil stake for \$270m Dallas-based oil explorer, Oryx Energy, has concluded the largest asset sale this year in the US sector of the North Sea, selling its 15.5 per cent stake in the Alba oil field to Union Texas Petroleum for \$270m. Page 16

Third fall in US factory orders Orders to US factories fell by 1.9 per cent in April, the biggest drop for nine months and the first time in nearly two years that orders have fallen for three consecutive months. Page 8

Row over Russian quake aid Distrust between Japan and Russia intensified with a row over Japan's offer of aid for victims of the earthquake in the far eastern island of Sakhalin. Page 5

China trade dominance predicted By 2005 China will be the world's second largest economy, in the top half dozen trading economies and the largest trading partner of each of its neighbours, according to a study by the Australian National University. Page 5

Royal Bank of Canada earnings up 11% Royal Bank of Canada lifted second-quarter earnings by 11 per cent to C\$304m (US\$233m), aided by a sharp drop in loan-loss provisions and higher income from some fee-based services. Page 18

Honda executives guilty of bribery Two former executives of American Honda were found guilty of accepting more than \$18m in kickbacks from Honda dealers in a nationwide bribery scheme. Page 6

Norway hit by flooding The Norwegian government set up a crisis group to help combat the worst floods to hit the country for 125 years. Melting snow and heavy rains have flooded rivers, cutting off roads, covering farmland and isolating districts in south-eastern Norway north of Oslo.

B-STOCK MARKET INDICES		B-GOLD	
New York Stock Exchange	4,588.75 (+5.99)	New York Gold	359.3 (357.5)
Dow Jones Ind. Av.	4,588.75 (+5.99)	London	359.3 (357.5)
NASDAQ Composite	2,028.82 (+4.04)	Paris	359.3 (357.5)
Europe and Far East			
FTSE 100	2,128.28 (+3.21)		
DAX	2,128.28 (+3.21)		
Nikkei	15,594.57 (+157.70)		

B-US LONG-TERM RATES		B-OTHER RATES	
Prime Rate	6.75%	UK 5-year	8.75%
3-month T-bill	5.75%	UK 10-year	10.00%
6-month T-bill	5.75%	UK 15-year	10.00%
1-year T-bill	5.75%	Japan 10-year	5.75%
		Japan 15-year	5.75%
		Japan 20-year	5.75%

B-NORTH SEA OIL (Argus)	
Brent 15-day bid	\$17.88 (-17.48)
Tude	\$17.88 (-17.48)

Britain sees important role for Russia in resolving UN hostage crisis

Congress resists Clinton over US troops in Bosnia

By Jurek Martin in Washington, Laura Silber in Belgrade and Bruce Clark in London

Prospects of closer US involvement in Bosnia dimmed last night as President Bill Clinton faced a mounting challenge from Congress to the idea of sending troops to help the United Nations peacekeeping force.

Britain and France also reacted cautiously to Mr Clinton's initiative, presented in Washington as a gesture of solidarity with two European allies following the capture of nearly 400 hostages by the Bosnian Serbs. However, Britain welcomed signs of greater involvement in the crisis by Russia.

Several prominent US legislators said they would agree to the US providing help in the event of a total withdrawal of the UN from Bosnia, but not in any other circumstances.

Senator Jesse Helms, chairman of the foreign relations committee, criticised Mr Clinton for setting the stage for the involvement of US ground forces.

"The UN mission is Bosnia has failed," he said. "It must be withdrawn and the US should not refuse to assist in its withdrawal. But in no way should American soldiers be sent to Bosnia for any reason other than assisting in such a withdrawal."

The US administration has refused to contribute ground troops to the UN peacekeeping effort in Bosnia, but it has recently stressed it is keen to see the UN presence maintained.

European governments have consistently argued that withdrawal, as advocated by US Republican leaders, would lead to a significant escalation in the conflict.

Mr Hervé de Charette, French foreign minister, said Mr Clinton's offer of military assistance "deserves serious attention", and added that Paris was refining its own proposals for putting the UN force in Bosnia "in a military posture" with greater firepower.

Senior British officials said the US offer, while appreciated, had not come in response to any overtures from Europe, and it was unlikely to be taken up in the immediate future.

The US administration said on Wednesday that it was willing to come to the aid of Britain and France if they got into difficulty in the course of reorganising their forces in Bosnia.

Russia yesterday praised Mr Boutros Boutros Ghali, UN secretary-general, for raising the possibility that the UN force in Bosnia could switch to a purely humanitarian operation which avoided the use of military force.

Moscow has urged Nato to limit armed intervention against

the Serbs, its traditional allies.

"We agree with the secretary-general that Unprofor [the UN Protection Force] is not prepared to, and must not wage war in Bosnia," said Mr Grigory Karasin, a Russian foreign ministry spokesman. "They are not an army sent to fight one side in the Bosnian conflict."

Mr Douglas Hurd, UK foreign secretary, welcomed the prospect of closer involvement in the hostage crisis by Russia, whose government has warned against the draconian use of force in Bosnia by the Western powers.

"It is important on this and other matters to re-engage the Russians," Mr Hurd said, adding that a visit to London next week by Mr Andrei Kozyrev, foreign minister, would "help to keep the Russians close" in efforts to resolve the crisis.

Fighting yesterday erupted around Gorazde, the Muslim enclave in eastern Bosnia, where 33 British peacekeepers have been taken captive and more than 300 others are in danger of being shelled.

A UN spokesman said the fighting started early in the morning on the east bank of the River Drina, which runs through Gorazde. "There's been quite intense fighting... and the town itself is being shelled," the UN official said.



Lord Owen (above), who has just announced his retirement as EU mediator in former Yugoslavia, called yesterday for reform of the UN Security Council. Interview, Page 12

Continued on Page 14

VW rejects legal action against former chief

By Christopher Parkes in Frankfurt

Volkswagen has backed away from taking legal action against a former top executive, saying the group's reputation might be severely damaged if it were to lose the case.

Mr Klaus Liesen, VW supervisory board chairman, told shareholders yesterday that Mr Juan Antonio Diaz Alvarez, former head of Seat, had failed to manage VW's Spanish subsidiary properly. An investigation of a large loss at Seat in 1988 by auditors from Arthur Andersen concluded Mr Diaz Alvarez had not fulfilled his reporting responsibilities to the whole VW board, Mr Liesen told the annual meeting.

However, the company decided not to seek damages because Mr

Volkswagen wants to sell its 50 per cent stake in the European rental business, Mr Bruno Adelt, chief financial officer, told the annual meeting yesterday.

European, which last year lost a net DM\$24m (\$24.4m) following an after-tax deficit of DM\$29m in 1993, did not belong among the group's core interests, he said.

The disposal might go ahead quickly but there was at present no relevant bidder to whom a sale would make economic sense, he added.

Diaz Alvarez's loyalty was not at issue, and the chances of success in the courts could not be predicted, he said.

The possibility of winning financial redress had to be weighed against the risk of a "considerable loss of reputation"

for VW, if the judgment went against it, Mr Liesen said.

Instead of legal action, the supervisory board - which is responsible for the appointment and behaviour of the top management - recommended that the annual meeting should register its feelings by withholding formal approval of Mr Diaz Alvarez's conduct. The annual *Entlastung* of top managers is a traditional part of proceedings at German company meetings and is usually nodded through.

Mr Liesen's statement marked a formal retreat from the aggressive position taken by Mr Ferdinand Piech, the group's chairman. Mr Piech said early last year, after the removal of Mr Diaz Alvarez and most of his Spanish colleagues, that in his view the VW board had been

deliberately misled. He believed "penal consequences" could follow.

Mr Liesen's remarks appeared designed to draw a line under the auditors' report.

Referring to the two-year-old criminal investigation of industrial espionage allegations against production director, Mr

wake of the affair was that of Mr Werner Schmidt, group finance director, who left last September, shortly after Mr Piech received

the auditors' report.

Referring to the two-year-old criminal investigation of industrial espionage allegations against production director, Mr

Continued on Page 14

Chirac criticised as Longuet resigns over spending plans

By David Buchanan in Paris

Mr Gérard Longuet yesterday announced his resignation as head of the Republican party - the second largest element of France's ruling coalition.

In a sharply worded resignation letter, Mr Longuet said the government's "spending [plans] are more solidly established than reforms to fund this spending". He went on to complain that President Jacques Chirac had failed to reward his Republican party supporters, who had eventually helped him to victory, by giving them any major jobs in the Juppé government.

Government officials quickly rejected this as Mr Longuet's bitter reaction to being forced out of public life by corruption allegations. Mr Longuet quit last year as industry minister in the previous Balladur government, and yesterday's resignation from the top Republican party job had

long been expected. But Mr Longuet's criticism on economic policy coincides awkwardly with signs that the government of Mr Alain Juppé faces a harder task than it originally expected in carrying out its pledge to reduce public borrowing further in its promised 1995 budget revision later this month.

According to Le Monde newspaper yesterday, the budget ministry has warned the incoming Juppé administration that lower than anticipated tax receipts so far this year threaten to increase the Balladur government's estimate of a FF27,750m (\$54bn) budget deficit for 1995 by a further FF25m.

Mr Juppé's office dismissed the deficit over-run figure cited by Le Monde, but admitted that the present pattern of France's economic growth - led by growth in exports and investment - was yielding relatively little tax revenue. Mr Juppé has signalled his

intention to raise value added tax, but investments and exports outside the European Union are in any case exempt from VAT.

The Juppé government has also further limited its room for budget manoeuvre by pledging to use the proceeds from the sale of state companies - such as the Unisul steel group whose privatisation was announced earlier this week - to reduce public debt.

Mr Longuet's resignation leaves another disgruntled ex-Balladurian, Mr François Léotard, free to regain the post of Republican party president. Mr Alain Madelin, a Republican party vice-president who is a strong Chirac supporter, might challenge Mr Léotard for the party job, but he has plenty on his hands already as the new finance minister.

If Mr Léotard regains control of the Republican party, he may in time become a serious thorn in the government's side.

Poland awarded credit rating by agencies

By Graham Bowley in London and Christopher Bobinski in Warsaw

Poland was yesterday awarded its first investment grade credit rating by Moody's, the international rating agency. The rating, the first assigned to a country that has negotiated a debt forgiveness package with bank lenders, will pave the way for the country's debut eurobond offering this month.

However, Standard & Poor's, the other large US rating agency, and IBCA, the European agency, yesterday chose to assign only sub-investment grade ratings to Poland. The country won a debt reduction deal from banks last year under the so-called Brady plan, which cleared a 13-year default.

The Czech Republic remains the only former communist country to enjoy investment grade rating from all three rating agencies, although Slovakia was last month awarded the lowest investment grade rate by Moody's alone.

Moody's awarded Poland a Baa3 rating for its foreign currency denominated debt, the agency's lowest investment grade rating. This puts Poland ahead of Hungary, on par with Greece and South Africa, but below the Czech Republic. IBCA gave Poland a BB+ rating, while S&P assigned a BB rating with a positive outlook. S&P stressed the country's "complex and uncertain political situation" in its decision. "We need to have a longer track record," the company said. However, S&P said that continued progress in economic reforms could result in an upgrade as early as next year. Financial markets reacted favourably to the announcement, with Polish debt traded internationally rallying strongly.

In London trading, Poland's Past Due Interest Rate (PDI) bonds jumped 2.5 points after the announcement to 54%.

"Initially traders were stunned by the difference in views between the agencies but then the reaction has been positive," said Mr Dirk Damrau, director of

Continued on Page 14

"I know it's late, but I'd like some sushi. How far do I have to go?"



You needn't ever leave the comfort of your Four Seasons room to be transported by a talented chef. Room service menus abound with regional selections: from deep-dish pizza, to striped bass prepared without unwanted calories, to homemade chicken soup at midnight. For the same breadth of choice in another unequalled setting, simply visit our restaurants downstairs. In this value-conscious era, the demands of business demand nothing less. To reserve, phone your travel counsellor or call us toll free.

FOUR SEASONS HOTELS
HOTELS & RESORTS

Four Seasons - Regent. Defining the art of service at 40 hotels in 40 countries.

NEWS: EUROPE

EU returns to launch pad for take-off

Lionel Barber previews this weekend's meeting in Messina on the Union's constitutional future



The European Union will today launch fresh negotiations on its constitutional future in the portentous setting of Messina in Sicily. It was there, 40 years ago, that representatives of France, Germany, Italy and the Benelux countries made common cause and laid the groundwork for the Treaty of Rome. Britain failed to take the project seriously, lost the moral leadership of the continent, and spent the next 15 years trying to join the European Economic Community.

The Italian hosts' choice of Messina sends a calculated message before next year's intergovernmental conference (IGC) to review the Maastricht treaty. "It is an indication of our ambitions," says Mr Silvio Fagiolo, a senior Italian diplomat. "We cannot get away with minimal solutions and small adjustments."

For the maximalists led by Germany, the IGC must tackle the challenge of redesigning the Union so that it expands to central and eastern Europe and copes with upwards of 25 members. For the minimalists led by Britain, the conference must avoid another Great Leap

GERMAN ATTITUDE TO INTEGRATION
From the Financial Times May 31, 1995

At tomorrow's meeting in Messina, Sicily, of Foreign Ministers of the European Council and the German Chancellor, the German government will be asked to accept a new role in the integration of the European Union. The German government will be asked to accept a new role in the integration of the European Union. The German government will be asked to accept a new role in the integration of the European Union.

Forward toward political integration. To suggest a new showdown over the EU's future is premature. The present posture of member states, and of the European Commission, is to lower expectations and the political temperature. The task of preparing the 1996 agenda falls to an innocuous-sounding body called the Reflection Group which convenes with EU foreign ministers today to celebrate the 40th anniversary of the Messina conference. The group's inaugural meeting takes place tomorrow in

nearby Taormina. The group comprises representatives of the 15-member states, several of whom (including Mr Fagiolo) are veterans of Maastricht. The European parliament will be represented by Mr Elmar Brok, a Christian Democrat close to Chancellor Helmut Kohl, and Mrs Elisabeth Guigou, a Socialist veteran of the Maastricht negotiations. Mr Marcelino Oreja will speak for the European Commission.

The first question is how long the group intends to remain in operation. The Spanish, who take over the rotating EU presidency from France on July 1, want a report delivered to the Madrid summit in December. The tight timetable virtually guarantees that the document will contain options and dissenting opinions; this may require the group to continue work next year.

The snag is that Italy covets the prestige of launching the IGC during its presidency which begins on January 1. The prize may be difficult to deny to a founder member whose recent political and economic troubles have left it somewhat marginalised in EU diplomacy; but other member states, notably Germany, are reluctant to start the IGC too soon.

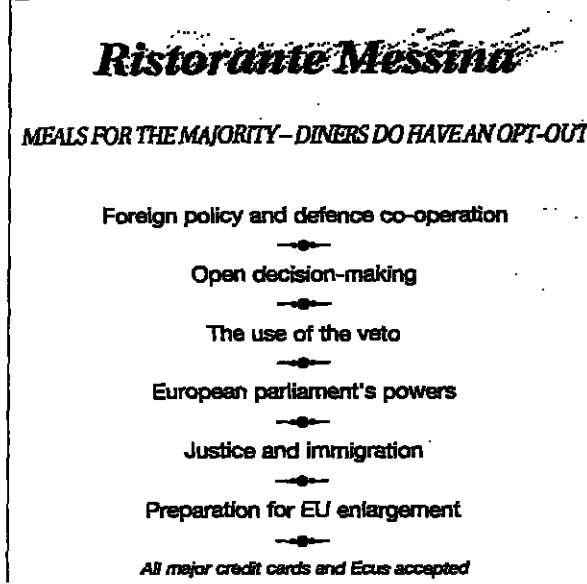
Their calculation is that it

will hard, maybe impossible, to strike a deal with Britain because Tory Euro-sceptics continue to exert disproportionate influence over UK foreign policy toward Europe. The consensus in Brussels is that the conference will stretch beyond the next UK general election, which must take place before April 1997. The hope is that the next government will be more amenable to compromise, though no one is betting the farm on the Labour party.

The second question concerns enlargement, and it implies a judgment on how many of the central and eastern European countries are likely to be in the first wave of accession, possibly around 2000. "We don't know whether we should be designing a Union for 18 members or 25 members," says a senior Commission official. "It makes a big difference."

With a Europe of 18 members, it might be possible to get away with tinkering with the institutions. But a Union of 25 requires reducing the number of commissioners (presently an unwieldy 20) and of MEPs (626). More important, it guarantees the dilution of the national veto.

The third question concerns policy. Without some agreement on reform of the regional



aid budget and the common agricultural policy, enlargement to eastern Europe cannot take place because the costs would be prohibitive. Yet, to change the present system requires a new bargain between the rich north and poor agricultural south.

This is a reminder that Britain will not be alone in facing difficulties in the Reflection Group and later at the IGC. The neutrally minded EU newcomers - Austria, Finland and Sweden - will also be in for a tough baptism, particularly on defence.

Mr Paavo Lipponen, the Finnish prime minister, gave a hint recently when he com-

plained about the lack of political control over the Western European Union, the fledgling EU defence arm which France and Germany want to strengthen into an operational European pillar of the Nato alliance. Like the Swedes, the Finns are wary of being drawn into a bloc against neighbouring Russia.

But these are early days. The trade-offs and bargains in the IGC have barely been identified, let alone struck.

Messina will be part political theatre, but the meetings and speeches may also offer some clues about the long road ahead.

Editorial comment, Page 17

Corporate treasurers conference

Concern over transition to monetary union

By David Buchan in Paris

European corporate treasurers yesterday broadly welcomed Brussels' plan for the transition to monetary union, but expressed concern at the prospect of having to deal with parallel sets of accounts or currencies.

At a Paris conference of corporate treasurers, held in advance of today's Messina meeting to start preparations for next year's intergovernmental conference, Mr Yves-Thibault de Silguy, the monetary affairs commissioner, found a mixed reaction to his green paper on preparations for a single currency from many of those who will have to deal with the practical ramifications.

Mr Francois Schlumberger, president of the French corporate treasurers' association, favoured a rapid and complete switch by all banks, and therefore most companies, to Ecu accounting following the locking of currency parities.

But his German counterpart, Mr Johannes Puhl, said "the later the change-over takes place the better, because you can't have two currencies at the same time". Mr Puhl was particularly sceptical of governments' ability to pick "the right rate" at which to lock their currencies, citing Germany's mistake in giving the old East German Mark a one-to-one parity with the D-Mark.

Mr George Grennan and Mr Jimmy Doyle, of the Irish corporate treasurers' association, stressed that their country's main problem in subsuming the Irish punt into the Ecu would be the latter's rate against sterling in the UK, Ireland's biggest trading partner.

Mr Mike Northeast, representing British corporate treasurers, said his members' dilemma in preparing for a single currency was essentially whether the UK would join it. "There is a huge amount of



De Silguy: mixed reaction

uncertainty in the process proposed by the Commission, but at least its timetable is pragmatically short," he said.

Spanish corporate treasurers said their main fear in the transition to a single currency was that, in a country with many subsidiaries of multinational groups, most decisions about accounting switches would be made outside Spain.

THE FINANCIAL TIMES
Published by The Financial Times Group, 1, Abchurch Lane, London EC4N 3DF. Telephone: 020 7556 7000. Fax: 020 7556 7001. Telex: 63901. Registered office: 1, Abchurch Lane, London EC4N 3DF. Registered in England. No. 101129. Share capital: £100 million. Dividend: 10p per share. The Financial Times Group is a public company limited by guarantee. The Financial Times Group is a public company limited by guarantee. The Financial Times Group is a public company limited by guarantee.

Ministers hard pressed to keep up on defence front

By Bruce Clark

Whatever new ideas emerge from today's meeting of European Union foreign ministers at Messina, there is one area where their discussions will hardly be able to keep up with reality, and that is defence.

Advocates of closer European integration will be pressing hard for an upgrading of the Western European Union - a defence organisation that comprises 10 of the EU's 15 members - and some want a gradual merger between the EU and the WEU. But while

ministers hold theoretical debates about whether it is possible or desirable for the WEU to organise itself with US help, many of their governments are concentrating on something more immediate: an imminent US role in Bosnia.

The US has presented its new-found willingness to help reconfigure the European-led peacekeeping force in Bosnia as an act of unconditional solidarity with its allies.

Yet, despite this warm rhetoric, US and West European approaches to the Balkans are far from identical. And the

scope exists for huge misunderstandings to arise in the course of a joint US-European intervention in Bosnia.

The US, for example, has generally supported the use of air power in Bosnia while France now maintains that last week's air raids on the Serbs were a bad mistake.

Some EU states, especially France, have argued that uncertainty over the US role in the Balkans has driven home the need for the WEU to acquire its own military assets, including satellite intelligence and air transport.

Others, led by Britain, believe the Bosnian crisis illustrates that Europe will be dependent, for the foreseeable future, on US strategic assets to deal with any real emergency.

Efforts to skirt round this argument and build up the WEU in a pragmatic, brick-by-brick way were threatened by a row that was simmering behind the scenes at this week's Nato meeting in the Netherlands.

The Nato ministers' communiqué uses ice-cold diplomatic formulas to describe the recent establishment by France,

Spain, Italy and Portugal of a joint land force, known as Eurofor, and a naval force called Euromarfor. Instead of welcoming the initiative, the ministers could only agree to "take note of the new units - an infantry and light artillery force based in Florence, and a naval force led by a French aircraft carrier."

Diplomats commented that this frosty language reflected US concern that over-hasty European moves towards self-reliance in defence - an idea Washington approves in principle - could undermine

transatlantic relations.

A meeting of European ministers in Lisbon earlier this month decided that the new forces would be employed "as a priority" within the WEU framework, though at UK insistence a statement was added that they would equally well be used by Nato.

While the Bosnian conflict may yet reduce this question to irrelevance, the outbreak of a small transatlantic war of words over defence theology is a somewhat gloomy omen for US-European co-operation in a real war.

**WE LIKE CHALLENGES
IN FACT WE THRIVE ON THEM
OUR THANKS TO EMIR KUSTURICA**

UNDERGROUND

Winner of the Palme d'Or at the 1995 Cannes Film Festival

In its five-year existence
Ciby 2000, a Bouygues subsidiary
founded by Francis Bouygues,
has produced 30 films,
and won 2 Césars,
3 Oscars
and 2 Palmes d'Or.

BOUYGUES

CONSTRUCTION - PRIVATE MANAGEMENT OF PUBLIC UTILITIES - COMMUNICATION - TELECOMMUNICATIONS



rikes test R
Marsh rep on a go
Romania: mess

Ukraine outshines its noisy neighbour

By Chrysis Freeland in Moscow and Matthew Kaminski in Kiev

A granite statue of Bohdan Khmelnytsky, the Cossack who led Ukraine's rebellion against Polish domination in the 17th century, towers over one of Kiev's central squares in a physical reminder of the political dilemma which continues to bedevil Ukrainian leaders: large countries later.

After successfully throwing off Ukraine's Polish overlords, Khmelnytsky sought another foreign ally to secure the newly won independence of this geographically vulnerable eastern European state.

History has judged his choice - an alliance with Russia which quickly gave way to outright annexation - to be an unfortunate one, and today Kiev's new rulers are struggling to find a way to live with Khmelnytsky's legacy. Their emerging strategy is to keep Ukraine's uncomfortable proximity to Russia with an ever-closer relationship with the west.

Ukrainian president Leonid Kuchma's visit yesterday to EU and Nato headquarters in Brussels is the most recent example - of Kiev's new approach. Ukraine signed a landmark trade deal with the EU, the first concrete reward for Kiev's pledge to close the Chernobyl nuclear plant. Ukrainians also demonstrated their enthusiasm for closer ties with the west by the enthusiastic welcome given to US President Bill Clinton during his two-day visit last month.

The west's growing affection for Kiev is a sharp change from its initially guarded and sometimes hostile attitude just after independence. In 1991, when the west was still struggling to find a response to the disintegration of the Soviet Union, Mr Clinton's predecessor, Mr George Bush, urged Ukrainians to remain within the USSR.

But over the past 12 months three new developments have produced a radical change in western attitudes towards Kiev. The first was Ukraine's decision last year to renounce nuclear weapons and, in a move designed to smooth Ukraine's relations with Europe, Mr Kuchma's promise earlier this year to shut down Chernobyl.

The second was the election of Mr Kuchma as president last year and his subsequent decision to launch long-delayed economic reforms which, in the opinion of Mr Mike McCurry, the US president's spokesman, have brought about "a stunning turnaround" in the Ukrainian economy.

The third and critical factor in the west's new warmth towards Ukraine has been the steady deterioration in relations with Russia.

Tens of thousands of cheer-



President Leonid Kuchma has enjoyed foreign policy successes

Kuchma's plebiscite vetoed

Ukraine's parliament yesterday vetoed President Leonid Kuchma's proposal late on Wednesday night to hold a plebiscite to push forward economic and constitutional changes being blocked by the communist-dominated parliament, writes Matthew Kaminski in Kiev.

Mr Kuchma's proposal came after parliament again failed to ratify constitutional amendments giving the president broad powers to end the obstruction of economic reforms. By a resounding 253-9, MPs decreed unconstitutional the proposed plebiscite and prohibited the government from using tax revenues to pay for it. Mr Kuchma's frustration with the legislature centres on its reluctance to adopt laws stipulated in an IMF-backed economic reform programme.

Ukrainians gathered to hear Mr Clinton's speech last month, giving him the sort of rousing reception generally reserved for rock stars and royalty. Ukrainian leaders were equally forthcoming, publicly endorsing an eastward expansion of the Nato alliance for the first time.

A similar contrast was apparent yesterday in Brussels, where Mr Kuchma signed the interim trade agreement with the EU. Just three days earlier the EU again decided to delay an identical deal with Russia, as an expression of its objections to the bloody and ongoing war in Chechnya.

Western leaders appear to have decided that backing Kiev is a way to build up a counterweight to Moscow, without directly undermining existing relations with Russia. Reining in Russia's increasingly aggressive nationalism via Kiev is particularly attractive because Ukraine's current leaders are more alive to the need to appease the Kremlin than the most pro-Russian western policy-maker.

In contrast with the vociferously nationalist Baltic republics, Ukraine, which depends on Russia for its fuel and has a large ethnic Russian population, has been careful to couch its efforts to bolster its independence in terms which do not unduly antagonise Moscow.

Spanish PM faces rift with Catalans

By David White in Madrid

Relations between Mr Felipe Gonzalez's Socialist government and the Catalan nationalists, whose support he needs to remain in power, have entered a difficult phase in the wake of the disappointing performance of the Catalan party in last Sunday's local elections.

Mr Jordi Pujol, the leader of the centre-right Convergència i Unió (CIU) and the Catalan regional president, has reaffirmed his pledge to keep supporting the government at least until the end of this year.

But his statements in the past two days on the government's economic and regional policies, and his opposition to its plans to liberalise the abortion law, appear to be preparing the ground for an eventual parting of ways between the two parties.

The CIU is now expected to move towards a closer relationship with the opposition Popular party, which made big gains in last Sunday's elections.

Mr Pujol has come under pressure in his own party to distance himself from Mr Gonzalez after a fall in Convergència's vote in Catalonia in the municipal elections from 33 per cent to 30 per cent, partly because of its support for the unpopular prime minister.

On abortion, Mr Pujol warned the government after it announced it would pursue liberalisation: "They are going to create a problem for us with this."

He has also called into question the government's "will and capacity" to move forward with tough budgetary policies and devolution which it agreed with the Catalan party, since the Socialists will be reluctant to lose further support ahead of the general elections due next year.

He warned yesterday that the debate on the 1996 budget would be "very difficult" if regional policy problems were not resolved in advance. "The problem is knowing whether the Socialist party is capable of carrying out the budget it needs in 1996," he said.

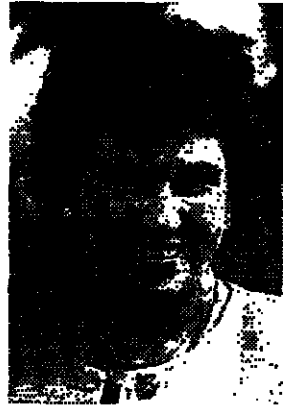
The Spanish cabinet is expected today to agree on a further transfer of powers to Catalonia. The two parties have also resumed discussions in parliament to resolve differences over outstanding legislation, including coastal building restrictions and cable television.

The government's announcement that it would press ahead with liberalisation of the abortion law, to make it effectively permissible on demand, came after pressure from the Communist-led United Left and the Socialists' left-wing.

However, the proposal faces difficulties in the senate, where the Popular party, which is opposed to the reform, is now the largest party.

EUROPEAN NEWS DIGEST

Brussels starts R&D offensive



The European Commission launched an offensive yesterday to fight competition from the US and Japan in key future markets such as pollution-free cars, a new generation of aircraft and educational software. "We are very much lagging behind the United States and Japan in research and development," said Mrs Edith Cresson (left), the European research commissioner. Together with her industry and transport counterparts, Mr Martin Bangemann and Mr Neil Kinnock, Mrs Cresson announced the creation of special task forces to pool

European research efforts. The different groups will organise hearings soon and produce firm proposals by the autumn.

The Commission will co-ordinate existing policies and projects between its different departments, national governments and industry, but it is up to industry to decide which ideas to pick up. The EU's common research budget will absorb Ecu12.3bn (£10bn) in the four years to 1999 - its third largest money-spending policy after agriculture and structural funds.

Reuter, Brussels.

Sweden seeks £4bn Emu fund

Sweden's Social Democratic government said yesterday it wanted to raise SKr50bn (£4bn) from privatisation issues by the year 2000 as part of its plan to meet the convergence criteria for joining the final phase of European Monetary Union (Emu).

The government said it also planned a further SKr18bn package of spending cuts and tax increases in addition to tough measures already taken to ensure elimination of the budget deficit - currently running above 10 per cent of gross national product - in 1998. The additional package will come on top of SKr115bn in budget strengthening measures enacted since the Social Democrats took power late last year - a figure equivalent to 7.5 per cent of GDP.

The ambitious privatisation programme is more than double the amount raised by the former conservative administration. Officials said the main sources would be Nordbanken, taken over by the state during a loan loss crisis in 1992 but since returned to profit, and two companies set up to administer "bad" assets taken over by the state during the bank crisis called Securum and Retirva.

Hugh Carney, Stockholm.

Russia calls general's bluff

The conflict between the Kremlin and Russia's most outspoken general took a new twist yesterday, when the Ministry of Defence accepted the general's proffered resignation.

General Alexander Lebed, an officer whose hard-hitting criticism of the Kremlin has helped to make him popular among the army's rank and file, offered to resign from his post as commander of Russia's 14th army in Moldova earlier this week to protest government plans to downgrade and eventually withdraw the army.

But yesterday Gen Pavel Grachev, the Russian defence minister, called Gen Lebed's bluff, accepting the general's resignation and downplaying the importance of the affair. Last year Gen Lebed, who harbours political ambitions, retained his post after a similar showdown.

Chrysis Freeland, Moscow.

Romania rejects minority clause

Romania yesterday refused to include a clear commitment to minority rights in a planned treaty with Hungary, damping chances of an agreement to settle a long-standing dispute.

The Romanian foreign minister, Mr Teodor Melescu, said his government could not agree to the wholesale adoption of Council of Europe norms on the treatment of national minorities in a so-called "basic treaty" with Hungary.

The Hungarian government has frequently said full adoption of the Council's recommendation 1201, which provides guidelines on the treatment of national minorities, was essential if a basic treaty with Romania was to be agreed. The treaty is a pre-condition for membership of the European Union and Nato.

Reuter, Budapest.

US signs new Azores base deal

Portugal and the US yesterday agreed a five-year extension of US use of the military air base on the mid-Atlantic Azores islands under a renegotiated accord that emphasises bilateral co-operation over financial remuneration.

Mr Warren Christopher, the US secretary of state, travelled to Lisbon to sign the agreement on the Lajes base, which has been used for refuelling and maritime reconnaissance since the second world war. Lajes can provide strategic support for US operations in the Middle East, Africa and Europe, including the former Yugoslavia.

Peter Wise, Lisbon.

Spanish doctors' strike setback

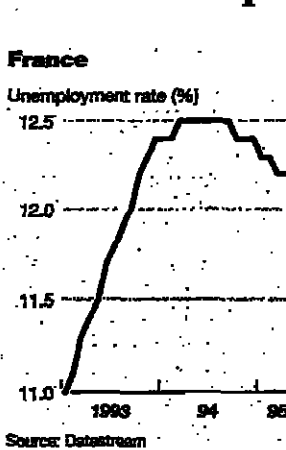
A three-week-old hospital doctors strike in Spain took a new twist yesterday when an agreement for a return to work signed between the medical profession and the Health Ministry was declared void by the government after the doctors claimed they had negotiated big salary increases.

Officials said the doctors had misinterpreted the deal and exaggerated the pay award. The doctors accused the ministry of reneging on the deal after pressure from other government departments fearing similar claims.

Tom Burns, Madrid.

ECONOMIC WATCH

French unemployment falls



The number of people out of work in France fell sharply in April, declining by just under 23,000 to 3.28m, according to figures released yesterday by the Labour Ministry. But despite the size of the decline - the biggest monthly fall since 1991 - the unemployment rate remained at 12.3 per cent of the workforce, the highest among the G7 group of industrialised countries. The new conservative government of Mr Alain Juppé, the prime minister, has said it will give priority to the fight against unemployment and has set a target of creating 1m jobs over the next three years. French unemployment has fallen by just under 82,000 since its May 1994 peak and there has been a marked fall - 2.1 per cent - in the number of young out of work.

However, the number of long-term unemployed, those out of work for more than a year, rose by 0.3 per cent to more than 1.2m. Job creation schemes due to be included in a mini-budget later this month are expected to include a monthly subsidy of FF2,000 (€351) and reduced payroll taxes for companies to hire the long-term unemployed. The cut in payroll taxes is aimed at easing the structural rigidities of the French labour market.

John Riddling, Paris.

■ Norwegian unemployment fell to 4.4 per cent in May, from 4.6 per cent in April and 4.5 per cent in May last year.

■ Danish unemployment fell to 10.0 per cent in April from 10.3 per cent in March and 12.6 per cent last April.

Strikes test Romanian reform

Virginia Marsh reports on a government's economic balancing act

A threat by 37,000 state electricity workers to walk out today if their pay demands are not met will test the Romanian government's commitment to reform and restructuring of the economy.

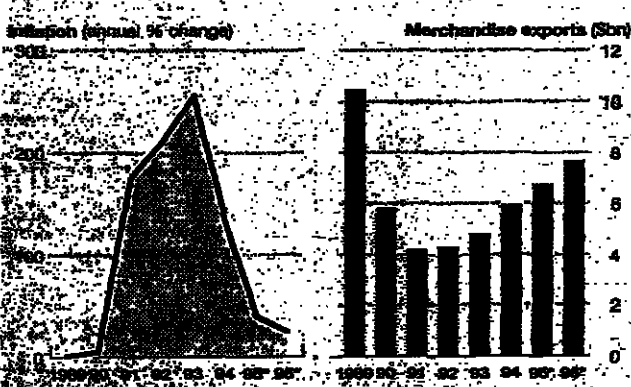
The action by the workers at the state electricity company comes at a time of growing labour unrest. The three largest trade union confederations, representing more than 5m workers, yesterday resumed talks with the government but have not ruled out a general strike if a compromise over pay demands is not reached.

The showdown with the unions comes as the government, a weak minority of left-wing and nationalist parties, is under increasing pressure from the International Monetary Fund and World Bank to speed up privatisation. Five years after the end of communist rule, the state sector still accounts for 90 per cent of industrial production.

An IMF mission left Bucharest last week warning against releasing \$25m in privatisation loans, mainly because of delays in reforming state companies. The delays are also holding up a separate \$50m restructuring loan from the World Bank.

The IMF and the bank say rapid reform of state enterprises is essential to underpin promising macro-economic reforms and the export-led recovery of the past 18 months. At the forefront of the recovery have been sectors such as the light industry, financial services, construction and agriculture, which together contributed to an increase of 3.4 per cent in gross domestic product.

Romania: measures of success



last year, while exports rose 22.5 per cent according to official statistics.

Such companies, many of them private, were aided by a more stable macroeconomic environment and improved access to foreign exchange and credits.

Consumer price inflation fell in 1994 to below 90 per cent by the end of this year from 296 per cent in December 1993. Domestic household savings more than doubled in real terms in 1994.

Private companies argue that growth of their sector, which after a rapid rise in the post-communist years slowed last year to just 3 per cent, is dependent on restructuring and privatisation. Last year, the private sector accounted for 35 per cent of GDP.

Many private companies are therefore sympathetic to the government's aim of closing down large state-owned companies with the resultant loss of thousands of jobs. Romania's

with mass privatisation and restructuring. Analysts say strikes are not only more frequent they are becoming less manageable. "Before the government had to deal with a few large national union confederations from time to time. Now it has to deal with very many less organised disputes at the local level. This is much more difficult - it's like watching 10 rabbits all round the country simultaneously," says Mr Dorci Sandor, head of the Centre for Political Studies and Comparative Analysis, an independent think-tank in Bucharest.

Strikes normally fall off in Romania as summer approaches.

Food and energy bills fall and many people are busy tending plots of land returned under a 1991 law which gave back nationalised farmland to some 5m former owners, more than a quarter of the adult population.

But, with one eye on next year's general elections, the country's leaders are balancing the requirements of multilateral lenders and the need for reforms against how much they think the population will be able to bear next winter.

"We have to navigate carefully," says Mr Mugur Isarescu, central bank governor. "We cannot reform without the population's support. We have to be careful not to create a new social explosion which would discredit what we have achieved so far."

But he also says the country must deal with "the black holes" in the economy - the big loss making companies - "so as not to contaminate the healthy part of the economy".

Job insecurity is also increasing, with unions warning of large-scale job losses if the government presses ahead

FLY JAPAN
AIRLINES
AND
SOMETHING
UNUSUAL
WILL
HAPPEN
YOU'LL
ENJOY
AIRLINE
FOOD.

NEWS: WORLD TRADE

EU warned over Israel trade pact

By Julian O'Connell in Jerusalem

Israel's trade and industry minister yesterday attacked the European Union's "petty bureaucrats" negotiating a new trade association agreement with Israel.

He would vote against the draft agreement if it came to cabinet unchanged, he said. In an interview, Mr. Micha Harish warned that European companies would lose hundreds of millions of dollars' business in Israel as the government took measures to divert trade from Europe to other trading partners.

The warning came after Mr. Manuel Marín, European commissioner responsible for the Mediterranean, said in Brussels yesterday that EU ministers would initial the agree-

ment as it stands when they meet in Luxembourg on June 12.

Mr. Marín had told Israel that the package on the table, which gives it a special relationship with the EU, with unprecedented access to EU markets and its decision-making machinery, was all it was going to get.

Mr. Harish said any new agreement with the EU should be based on cutting Israel's trade gap with Europe. Israel's 1994 trade deficit with the Union's 12 members soared to \$7.8bn.

This year's was expected to worsen, because of Israel losing the trade advantages it had with the three former members of the European Free Trade Association, now formally in the Union.

"Israeli exports grew last year to everywhere in the world except the EU because we are facing non-tariff barriers," Mr. Harish said. "I will not support this agreement because it will not change our trade deficit."

The EU would have to agree to two fundamental changes before he, and several other cabinet colleagues, could support the agreement. First, it would have to grant Israel's demand to observer status on the committee which decides the priorities of the EU Fourth Research and Development programme.

Second, the EU would have to include Israel in the Outward Processing Traffic accords allowing European countries to use Israeli fabric and yarns in textiles finished

in Eastern Europe. He hoped the EU would make changes to boost Israeli agricultural products and hold further talks on other outstanding issues such as access of Israeli companies to public procurement in telecommunications.

Israel had received firm support from Mr. John Major, UK prime minister, French prime minister Alain Juppé and German Chancellor Helmut Kohl, but Brussels bureaucrats "had refused" to translate this into concrete agreements. The EU pact would be number one on the agenda when Chancellor Kohl visits Israel next week.

Mr. Harish warned that EU companies, which exported \$12.1bn (£7.5bn) worth of goods and services to Israel last year, would be losers if the trade agreement was not signed. His

ministry was already making efforts in both public procurement and the private sector to divert trade from Europe to North America and Asia, with which Israel has positive trade balances. How to lower customs duties to allow Japanese and Korean companies to compete in the electricity sector was also being studied.

He hoped soon to sign a trade agreement with Jordan, allowing it immediate preferential treatment and committing both states to free trade within 12 years. The agreement could become the basis of a regional free trade bloc. Work was well advanced on free trade accords with Canada, the Czech Republic, Slovakia and Hungary. Talks with Turkey would speed up once problems over textiles had been resolved.



Harish: special relationship

Britain and US restart talks on aviation deal

By Michael Skapinker, Aerospace Correspondent

The UK and US restarted talks on a new aviation deal in Washington yesterday amid increased optimism that agreement is close.

The two sides have been discussing a new deal since March without being able to reach agreement. This year's talks were the first since December 1993, when the US walked out of negotiations.

The agreement the two countries are expected to reach this week will fall short of the US desire for an "open skies" deal and is expected to focus instead on five specific issues.

● United Airlines wants to be allowed to fly from Chicago to London's Heathrow airport.

● British Airways wants a second daily flight from Heathrow to Philadelphia. BA has already begun operating the flight but wants its right to do so made permanent.

● Both sides are seeking liberalisation of code-sharing. US carriers want an increase in the number of destinations they can fly to from the UK. The UK is asking the US to approve a further tranche of code-sharing agreements

between BA and USAir. Currently, BA's code-sharing agreement allows it to sell passengers trips to 65 US destinations on flights operated by USAir. It wants permission to offer flights to a further 40 destinations. Its application to do so has been with the US government for about 18 months.

● The UK wants the US to accept its unilateral offer to open its regional airports to US carriers. In return, it wants greater access to US regional airports.

● The UK wants a relaxation of the "fly America" policy under which US civil servants cannot fly on foreign airlines.

If agreement is reached, the two sides are expected to embark on further negotiations on greater US access to Heathrow and Gatwick airports. The UK department of transport says, however, that further access to Heathrow and Gatwick will be part of a "very limited and balanced deal".

Subsequent negotiations will also discuss the liberalisation of cargo transport between the two countries as well as a free air charter market. The two countries are also expected to discuss the liberalisation of ticket prices.

US group to build French fibre optic network

By Alan Cane in London and John Ridding in Paris

The European telecommunications market took a further tentative step towards liberalisation yesterday when MFS Communications, a US-based telecommunications operator, was awarded the first licence in France to construct a fibre optic network for business customers in competition with France Télécom.

The 20km loop of optical fibre, representing an investment of some \$20m for the US company, will be laid in Paris where it will provide services including corporate voice and data transmission, as well as the delivery to the desktop of financial information in video form.

MFS has already built metropolitan optical fibre systems in London and Stockholm. Earlier this year it announced it had been granted a

licence to contract a fibre network in Frankfurt, opening a significant inroad into the monopoly operated by Deutsche Telekom.

The French telecoms regulator, the Direction Générale des Postes et Télécommunications (DGPT), said the move marked the first time a private company had been granted permission to operate services for several companies. Under existing rules, operators other than France Télécom, the

state-owned operator, are only allowed to offer voice and data services on private networks owned by individual companies.

An official said that other French and international communications groups were in contact with the DGPT concerning similar licences.

There are already more than 400 independent internal corporate networks in France, ranging from SNCF, the national railway system, to Elec-

tricité de France. Mobile telecoms operators have been allowed to develop their own transmission networks. The European Union has decided that telecoms services and infrastructure must be opened fully to competition in Europe's leading economies after January 1 1998.

Telecoms analysts said that yesterday's move represented a further increase in the competition facing France Télécom.

'Bull's-eye' for bridge tenders

By Hugh Carnegie in Stockholm

The lowest tenders for the main works involved in building the first fixed link between Denmark and Sweden totalled 5 per cent more than the budget set for the combined contracts, the joint Danish-Swedish group running the project said yesterday.

Work on the main sections of the 16km tunnel-bridge, road and rail link - one of Europe's biggest infrastructure developments - is due to get under way this year, with completion of the project set for the year 2000.

Oresund Consortium, the project manager, said the lowest tenders for the dredging works, the immersed tunnel, the approach bridges and the high bridge which form the main parts of the link totalled DKK10.5bn (\$1.9bn). "It is

almost a bull's-eye," said Mr. Sven Landelius, chief executive of the consortium. "It is a very good result."

He said the consortium would not necessarily choose the lowest bids. The budget for the whole project - including additional technical, design and organisation costs - is DKK14.4bn in 1995 prices.

Bids for the approach bridges and high bridge were opened yesterday, the last of the tenders for the main sections. The bids from six international consortiums for the approach bridges ranged from DKK3.8bn to DKK5.9bn. Bids from five consortiums for the high bridge ranged from DKK1.5bn to DKK2.1bn. Contracts are due to be signed in November.

The consortiums include companies from Denmark, Sweden, Spain, Turkey, France, the UK, the US, Germany and the Netherlands.

WORLD TRADE NEWS DIGEST

EU in push for close Japan ties

The EU is set on pursuing a policy of co-operation and not confrontation with Tokyo to achieve greater access to Japan's markets. Sir Leon Brittan, the EU's chief trade negotiator, made clear yesterday. Its drive to forge closer ties with Japan is in stark contrast to the US's attitude. Washington and Tokyo are locked in a bitter dispute over greater US access to the Japanese car market. Sir Leon said the dispute had "thrown the international spotlight on alternative ways of dealing with Japan".

The EU would be "forceful" about achieving greater openness in the Japanese market, but this was "better done by working together with Japan rather than seeking to impose a separate agenda from outside". Sir Leon said the EU was not looking for "quick fixes" but wanted to persuade Japan to open its markets in the long term.

The commissioner begins a three-day trip to Japan on Sunday accompanied by businessmen from sectors including cars, car parts, telecoms, construction, aviation, agriculture, glass, banking and textiles.

The trip, Sir Leon said, was to show that the drive to open markets required the involvement of businessmen, not just ministers and officials. Greater access to the Japanese car, car parts, and aviation markets are expected to feature in talks with the Japanese prime minister and foreign and trade ministers.

Caroline Southey, Luxembourg

Australia eyes car negotiations

Australia is asking to join bilateral talks resulting from the US-Japanese row over cars and car parts. The talks are to be held under the auspices of the World Trade Organisation in Geneva later this month. Senator Bob McMullan, Australia's trade minister, said his country had a "significant interest" in the negotiations, given that its car-related exports to Japan totalled about A\$200m (US\$145m) a year and that it supplied significant quantities of raw materials used by the car industry there.

Nicki Tait, Sydney

Toyota and Nissan cut prices

Toyota and Nissan yesterday said the high yen had allowed them to cut the Japanese selling price of several models built overseas. Toyota cut its price on US-made Scepter wagons and coupes by an average ¥150,000 (\$1,764), while Nissan cut prices of its Spanish-made Mistral recreational vehicle and British-built Primera five-door hatchback by ¥100,000 each.

Reuters, Tokyo

JAL, Air France pact extended

Japan Air Lines and Air France have extended their co-operative relationship with a new agreement to share frequent flyer programmes and assist each other in airport operations. The two carriers, which began their link 35 years ago with joint flights between Paris and Tokyo, will allow customers to earn mileage credits on each other's international flights.

The two airlines will also co-operate in airport operations, with JAL moving its operations into the same terminal at Charles de Gaulle Airport as Air France. The French carrier will have the option to do the same at Narita at a later date.

Michio Nakamori, Tokyo

After years of trying to get your boss to respect you for your mind, we'd like them to respect you for your body.

Hold on, isn't this the oh so politically correct 90's? A time when even a comforting arm around the shoulder could see a boss (those days likely to be a woman) as much as a man) facing a sexual harassment law suit. Before you ask, no we're not trying to turn back the clock of equality, we're merely trying to advance the hands of medical care.

We are, in case you haven't seen the big yet, Foundation Health, one of America's most respected healthcare companies, now looking after over 3 million Americans.

Here in Britain we aim to be every bit as successful, by offering the best possible care at the best possible price. Through our Medact network of medical providers, employees have access to a wide range of private practice

specialists. Because illness is painful enough, they also get our unique membership card, ensuring all bills come to us, not the patient. Better still, all this is available at between 10 and 20% less than our competitors. For more

information on Foundation Health call us on 0560 416141. After all, your body's a temple. And nobody cares for it more religiously.

FOUNDATION HEALTH
PRIVATE MEDICAL INSURANCE

السلامة

China 'will dominate markets' by 2005

By Tony Walker in Beijing

China by the year 2005 will be the world's second largest economy, in the top half-dozen trading economies and the largest trading partner of each of its neighbours, according to a study by China experts at the Australian National University.

It forecasts China will also dominate world markets for labour-intensive commodities, with production shifting gradually to inland areas. Its south-

eastern coastal provinces will become centres of high-value production, and deeply integrated into the wider East Asian economy. Foreign trade will grow more rapidly than production, at an average of about 12 per cent for both exports and imports.

The authors are confident about continued rapid economic growth in the region. "Structural changes in China's economy are strengthening the base for sustained rapid growth. The dynamic non-state

sectors are rapidly increasing their share of total activity. Savings rates are now second only to Singapore in East Asia, and still rising."

They also note that Asia's economic transformation is integral to this process. "It became clear in 1994 that the frontier of East Asian-style growth had shifted to incorporate some inland provinces of China, and Vietnam; and was stretching towards the Philippines and into South Asia."

But the report also forecast a bumpy road ahead for China, where growth at an average of about 9 per cent will "continue to be uneven, marked by expansionary excesses and disruptive corrections. It is unlikely China will have developed effective market-based mechanisms for monetary control within a decade."

"Average inflation rates will remain high, perhaps 6-10 per cent and higher at times. This will require depreciation of the renminbi after the adjustment

to the current period of external strength." Amid a strong export performance, China has built up its foreign-exchange reserves to about \$60bn (\$37.5bn) over the past year.

The report expects growth to slow to 10 per cent this year and 8 per cent in 1996. Inflation will decline to 15 per cent in 1995 and "towards 10 per cent in 1996". It describes a "virtuous circle" for future economic growth based on the expansion of inter-provincial and inter-regional trade.

Problems of state enterprise deficits fuelling monetary growth and inflation present China with its biggest challenges, however. Other challenges include relations between the centre and the provinces and the introduction of a modern corporate system into the state sector.

Asia Pacific Profiles: Asia-Pacific Economics Group, Research School of Pacific and Asian Studies, Australian National University, Canberra, ACT 0200 Australia

Yeltsin gaffe on earthquake aid angers Japan

By William Dawkins in Tokyo

Mutual distrust between Japan and Russia intensified yesterday, with a row over Japan's offer of aid for victims of the earthquake in the far eastern Russian island of Sakhalin.

Mr Tomichi Murayama, Japan's prime minister, described as "regrettable" a reported remark by Russia's President Boris Yeltsin that Japan might use assistance to Sakhalin to apply pressure for the return of four Russian-held islands off northern Japan.

The Russian government hastily tried to undo the damage by sending Mr Oleg Soskovets, first deputy prime minister, to tell Japan's ambassador to Russia, Mr Koji Watanabe, that it was thankful for Japan's offer of doctors and medical supplies.

More than 550 dead have so far been counted and an estimated 2,000 are still buried under the ruins of their homes. The disaster, last Sunday, was poignant for the many Japanese still grieving for the 5,500 who died in January's Kobe quake.

The echoes of Mr Yeltsin's gaffe continued to reverberate in Tokyo, where Japanese politicians and media depicted the episode as another example of Russian distrust of Japan.

"I cannot imagine the president of a country making a remark at a time when a neighbouring country is trying to offer co-operation," said Mr Kozo Igarashi, chief cabinet secretary.

The islands at stake, Etorofu, Kunashiri, Shikotan and Habomai, were occupied by Russia in the closing days of the second world war.

Because of this unresolved territorial dispute, Japan and Russia have yet to sign a peace treaty.

In the past, Japan has made increases in official aid to Russia conditional on progress on the islands, seen as a matter of national pride.

Russia is equally reluctant to swallow its national pride, intensified by the islands' strategic value. They are part of the Kurile chain, which includes rich fishing grounds and covers access to the Russian Pacific fleet's bases.

New Zealand to keep focus on repaying debt

By Terry Hall in Wellington

The New Zealand government will continue to focus on repaying debt, despite growing fiscal surpluses which are creating demands for increased social spending, Mr Bill Birch, finance minister, said in his budget speech yesterday.

He estimated that the country would show a fiscal surplus of NZ\$2.6bn (\$1.08bn) in the year to June 30, of which NZ\$2.3bn would go to reducing debt. "This will be a major step in saving our children from a huge debt burden."

The projected surplus follows a NZ\$600m surplus last year, the first for many years. Mr Birch forecast that the surplus next year would be NZ\$3.3bn, rising to NZ\$5.4bn in 1997 and NZ\$7.5bn in 1998. Most of this would go towards reducing debt which now stands at NZ\$31bn.

Mr Birch said the target was to reduce debt to 20-30 per cent of gross domestic product. Debt was reducing quickly. It had been 51 per cent of GDP in 1991, and would be 37.5 per cent at the end of this year, falling to 33.6 per cent in the next 12 months before reaching the target level in 1997.

The budget ignored growing demands from opposition parties that a "social dividend" should be awarded to the lower-paid and underprivileged who statistically have fared badly in the government's economic reforms. Mr Birch said the government was investigating making tax cuts for lower and middle-income earners. Details would be announced



Bill Birch heads for the debating chamber yesterday with his budget speech.

next year, provided the debt reduction programme was on course.

"By holding the current course, we can anticipate a number of reductions in tax rates over the next few years. New Zealanders pay too much tax." The budget announced increased spending in a number of areas, including education, hospitals, roads and research and development, to cost NZ\$900m this financial year.

Mr Birch reaffirmed the government would stick by its controversial programme to give NZ\$1bn over the next decade to Maori people for land grievances dating back to last century, committing NZ\$640m for this purpose over the next five years.

Hopes rise on end to HK court row

By Simon Holberton in Hong Kong

Hopes remained alive last night for a settlement to the Sino-British dispute over the future of Hong Kong's legal system after a marathon negotiating session ended with both sides agreeing to meet next week for further talks.

The continuation of talks was seen in Hong Kong as encouraging. A successful outcome would boost business confidence, shaken by the row over the establishment of Hong Kong's court of final appeal.

The court will replace the judicial committee of Britain's Privy Council as Hong Kong's highest appellate jurisdiction after China resumes sovereignty over the colony in mid-1997. Britain has maintained that early establishment of the court is vital to preserving the rule of law in Hong Kong.

China took British negotiators by surprise this week when it offered a compromise "package deal" over the court. Part of this is believed to be a retreat by Beijing from its initial insistence that its judgments be subject to some form of extra-legal administrative oversight.

Mr Richard Hoare, a senior Hong Kong government official leading the British side, said last night the UK had given a "positive response" to the package of proposals which China had put forward. He declined to elaborate.

Doubts remain within the British camp that China is serious about reaching consensus. The Hong Kong government had planned to publish its proposed legislation for the court next week as a prelude to initiating the legislative process; some believe China's last-minute intervention is an attempt to forestall that move.

The main sticking point between the two has been over the extent of the court's jurisdiction.

China has been concerned that Hong Kong's highest court should not be able to judge matters pertaining to China's sovereignty over Hong Kong. Britain believes past accords between the two about "acts of state", such as foreign affairs and defence, should allay China's concerns.

Governor Chris Patten told the Legislative Council, Hong Kong's law-making body, yesterday that he would prefer to bring legislation to the council which had the blessing of both countries, but that time was running out.

Legislation to enable creation of the court would be put to LegCo before the end of the present session which finishes at the end of July, he added.

ASIA-PACIFIC NEWS DIGEST

Landmine ban urged on UK

Britain will come under pressure today at an international conference on the impact of landmines to impose a blanket ban on the manufacture, export and use of anti-personnel mines. The conference, attended by delegates from 41 countries, is in Phnom Penh, capital of Cambodia, one of the countries worst affected by landmines. Mr Rae McGrath, the director of the Mines Advisory Group, a British demining charity, said that by refusing to take a lead in imposing a ban on landmines, the UK was tacitly condoning their use.

Britain last July bowed to international pressure by announcing an indefinite moratorium on the export of mines - recently extended to other "non-detectable" devices. In February, the UK also ratified the 1981 United Nations convention restricting the use of such weapons. Britain has not exported landmines for several years, but has held out against a total ban. The Foreign Office has instructed the British embassy to brief participants on Britain's position, that landmines constitute a portable, useful and legitimate means of defence.

OECD backs Australian stance

In a broadly encouraging report on Australia, the Organisation for Economic Co-operation and Development concluded yesterday that the country had reached "the point in the economic cycle where the authorities resolve to achieve sustainable growth and lock in low inflation will be tested". While economic growth appeared to be slowing from 1994, it was "likely to need to slow further if a build-up of inflationary pressure is to be avoided".

Over the longer term, faster non-inflationary growth could be achieved, provided the economy's "productive potential" was fostered. The report noted Australia's efforts to reform its labour market structures and introduce a national "competition policy". This is aimed at increasing efficiencies among utilities, in the transport sector, and the professions. But healthcare was another area where "micro-reform promises large returns". The report suggests that attempts to contain expenditures through budgetary caps for public hospitals have undermined efficiency.

Tamil rebels killed in offensive

More than 60 Tamil rebels were killed in a Sri Lankan army offensive against a big guerrilla jungle base yesterday, according to Brigadier Sarath Munasinghe, military spokesman. He said the army lost two officers, including a battalion commander, and five soldiers when the Tigers ponned on them during the jungle operation at Thiriyaya, about 15 miles north of the eastern port of Trincomalee. Ten soldiers were missing. It was the biggest army operation since the rebels broke a truce and resumed fighting in April, taking to at least 77 the death toll in clashes between the rebels and security forces since Wednesday night. Last week, the Tigers shot or hacked to death 42 civilians at the fishing village of Kallarawa, about 10 miles from Thiriyaya.

■ The Bank of Japan increased its foreign reserves by \$804m (\$377.5m) last month to a record \$154.27bn, in an attempt to restrain the relentless rise of the yen. The increase, while smaller than in previous months, marks the 19th month in a row in which the central bank has accumulated extra reserves, by selling yen for dollars. *William Dawkins, Tokyo*
■ South Korea's customs-cleared trade deficit widened to \$1.09bn in May from \$802m a year earlier and \$938m in April, trade ministry provisional figures showed. *Reuters, Seoul*



AT HOME IN EMERGING AND CAPITAL MARKETS. Through an international network which includes all the major financial centres and important emerging countries, ING Bank provides financial solutions worldwide. We focus on corporate banking, investment banking and emerging markets banking, and specialise in building bridges between the world's emerging and developed markets.

ING Bank is part of ING Group, the largest financial institution in the Netherlands. For more information, please fax: 31.20.5635673.

ING BANK

NEWS: THE AMERICAS

US factory orders in heavy fall

Orders to US factories fell by 1.9 per cent in April, the biggest drop for nine months and the first time in nearly two years that such orders have fallen for three consecutive months, AP reports from Washington.

Elaborating on this latest sign of softness in the US economy, the commerce department said yesterday that the decline in orders had been led by a 4 per cent drop in interest-sensitive durable goods - the biggest decrease in more than three years.

Analysts had expected orders to fall in April, after having slipped 0.4 per cent in March and 0.3 per cent in February. The last decline over three months in a row was during March-May 1993.

Earlier yesterday, the US government had reported that personal income and spending both rose a moderate 0.3 per cent in April.

That followed the announcement on Wednesday that US gross domestic product, the government's broadest gauge of economic strength had risen 2.7 per cent in the first quarter of this year - down sharply from the 5.1 per cent growth recorded in the last three months of 1994.

Giving yet another sign of slowdown, the labour department said new claims for state unemployment insurance had risen by 9,000 to a seasonally adjusted 389,000 last week, the highest in four months. New claims for jobless benefits went up by 13,000 from the level of the previous week.

The closely watched survey by the National Association of Purchasing Management showed that US manufacturing had stopped growing in May, after 20 months of expansion.

The NAPM index fell to 46.1 in May from 52 in April. It was the first time in 21 months that the index had retreated below a 50 per cent reading, indicating that manufacturing is contracting.

Analysts said the accumulation of data points to much slower US growth, although they said the odds were still against a recession.

"The economy is taking a bigger hit than was expected. The soft landing is giving evidence of being a bumpy landing as of now," said Mr Robert Decker, economist of Northern Trust in Chicago.

The April decline in factory orders was the largest since a 2 per cent fall last July.

Ex-American Honda chiefs took \$15m bribes

Two former executives of American Honda were found guilty yesterday of accepting over \$15m in bribes from Honda dealers in a nationwide scheme, Reuters reports from Concord, New Hampshire.

A federal jury in Concord took seven days to reach a verdict to convict the former executives.

Mr Dennis Joselyn, 48, Honda's former West Coast sales manager, was found guilty of mail fraud, racketeering and conspiracy to commit mail fraud.

He faces up to 30 years in prison. Mr John Billmeyer, 65, a former senior vice-president, was convicted of conspiracy.

He faces a jail term of up to five years. Under the scheme, said to have spanned at least 30 states and to have continued throughout the 1980s, the pair were said to have accepted bribes in the form of cash, expensive jewellery, luxury cars, swimming pools and other gifts from car dealers.

In return, Mr Joselyn and Mr Billmeyer awarded lucrative Honda franchises to dealers, as well as allocations of certain sought-after Honda and Acura models.

Prosecutors argued successfully that the two were part of a conspiracy to defraud American Honda, a subsidiary of Japan's Honda Motor Company.

No Japanese executives were involved in the scheme.

Prosecutors said Honda was not only defrauded, but also faced poten-

tial lawsuits from Honda dealers who did not receive the preferential treatment given by Mr Joselyn and Mr Billmeyer.

Defence lawyers argued that Honda's top management turned a blind eye to the bribes and that the bribetaking was implicit, though unofficial, company policy and therefore did not constitute a crime.

"These verdicts close the book on a painful and difficult period in our history," American Honda said.

"The jury has found that the indi-

viduals convicted in this scheme betrayed the trust of their fellow employees, deceived our company and abused our reputation."

The scheme was one of the biggest scandals in American car industry history.

A total of 20 former Honda executives and employees pleaded guilty to participating in the scheme.

One of the executives who pleaded guilty, Mr James Cardigan, had been an important witness in the prosecution's case.

NY abandons plans for rail link with airport

By Richard Tomkins in New York

Long-delayed plans to build an express rail link between New York City and its main airport, John F. Kennedy International, have been cancelled for lack of funds, it was announced yesterday.

The Port Authority of New York and New Jersey, the public sector body that had planned to build the line, said it was abandoning the multi-billion dollar project in favour of a less ambitious improvement of existing links.

The line would have been the biggest public sector transport project in New York since the 1930s. Cancellation means that JFK will remain one of the world's largest airports

without a direct rail link to the nearest city centre, or plans to build one.

At present, airport users without their own transport between Manhattan and JFK have to choose between a taxi ride that can cost up to \$50 one-way or a bus journey that costs \$13. Both are prone to delays from traffic congestion and bad weather.

It is also possible to travel to the airport by a combination of subway and shuttle bus at a cost of just \$1.25, but both are slow and infrequent and are used only by a small proportion of low-budget travellers.

The port authority, which runs New York's airports, had planned to build a 22-mile rapid transit railway linking JFK and La Guardia airports to

East 90th Street in Manhattan, mainly following the lines of the Long Island Rail Road.

The original plan was to fund it through a \$3 levy that has been imposed on passengers at JFK since October 1992. But yesterday, Mr George Marlin, the port authority's recently appointed executive director, said the maximum sum that could be raised through the levy was \$1bn, while estimates for the project had ranged from \$3bn to \$7bn.

"I have to deal with the hand I am dealt, and I am looking at an airport access programme based on \$1bn," Mr Marlin said. Fresh studies would consider the idea of building the line in segments, possibly including a link between Manhattan and La Guardia.

Benefits for felled dictator

Deposed Panamanian dictator Manuel Antonio Noriega will receive retroactive retirement benefits of about \$100,000 and a pension of \$1,500 a month for his 27 years of military service, AP reports from Panama City.

Panamanian social security officials announced the decision last night. Noriega, deposed during a US invasion of Panama in 1989, is serving 40 years in a US federal prison in Miami for drug trafficking.

He joined the now-defunct Panamanian National Guard in 1962 at a salary of \$80 a month. Government records show he was making \$3,000 a month as head of the country's armed forces when he was deposed.

Move to ease capital's financial crisis

Three named to Washington board

President Bill Clinton has appointed a former governor of the US Federal Reserve and two other people to a five-member control board to help near-bankrupt Washington out of its financial mess, AP reports from Washington.

Mr Andrew Brimmer, a member of the US central bank's board in the late 1960s and early 1970s, will chair the District of Columbia Financial Responsibility and Management Assistance Authority. The district is the federal enclave that incorporates Washington.

Others appointed to the board yesterday were Joyce Ladner, a sociologist and former interim president

of Washington's Howard University, and Constance Newman, undersecretary of the Smithsonian Institution and a former federal personnel director. All three live in the district.

The White House said Mr Clinton planned to name the remaining two board members soon. The five would serve unpaid three-year terms.

The president signed legislation establishing the control board after auditors predicted the district government would fall into insolvency by summer.

The city, which has a \$3.2bn budget, is expected to run a deficit up to \$72m million this year.

Minister says bank chief's resignation leaves policy on course

'No change' on Brazil economy

By Angus Foster in São Paulo

Mr Pedro Malan, Brazil's finance minister, yesterday pledged there would be no change in national economic policy, despite the resignation on Wednesday of the country's influential president of the central bank.

The minister said: "I have a very clear message. There will be no change whatsoever in the characteristics of the anti-inflation plan."

The resignation of Mr Pêrsio Arida, a leading architect of the anti-inflation Real currency, has surprised many observers and led to worries that tough policies which had produced high interest rates and an overvalued currency might be changed.

But Mr Malan said that interest rates would only come down when the bank president had clear signals that consumer spending was slowing and that Brazil's trade balance had recovered.

Mr Arida insisted he was leaving for

personal reasons, rather than because of policy disagreements. He is thought to have been unhappy in the post since he was blamed for a mismanaged devaluation of the Real in March.

However, analysts said personal differences with other government officials and family problems had contributed to his decision to leave office.

Mr Roberto Sotolongo, president of Banco Itaú, said the resignation would not significantly affect the Real plan.

He said that Mr Gustavo Loyola, Mr Arida's replacement, was an experienced central banker who had good links with Mr Malan.

Mr Loyola has been president of the Brazilian central bank before, in 1993-94, and is seen as a technician who lacks Mr Arida's creative flair. According to one banker, the new president will thus be better suited to the day-to-day management of the bank.

Brazil's financial markets reacted cautiously to the resignation and the São

Paulo stock market was down by less than 1 per cent at lunchtime yesterday. The Real currency was also stable, despite some early selling.

Mr Arida was committed to clean up Brazil's loss-making state banks, especially Banespa in São Paulo state, and his resignation may strengthen the hand of those politicians who are determined to keep control of the bank and to slow down privatisation.

Mr Malan denied that the government would soften its stance towards Banespa, and he said a solution to its problems was coming closer. "Things are moving there," he said.

Mr Loyola resigned from MCM Consultants to take up the post. According to a circular from the consultancy yesterday, lower interest rates will depend on clearer signs of an economic slowdown.

"As for the exchange rate policy, we continue to discard major changes over the next few months," it said.

Worries amid strong growth

Sally Bowen assesses new fears over the Peruvian economy

Like many other Latin American countries, Peru has been at pains in recent months to emphasise the differences between its own apparently booming economy and that of Mexico. Even so, some uncomfortable similarities have arisen.

Concerns surfaced during recent negotiations with an International Monetary Fund mission, on a periodic trip to Lima to monitor progress and agree monetary and fiscal targets, in accordance with the three-year "extended fund facility" signed in 1993.

Peru has notched up the most impressive growth statistics in Latin America for the past two years: GDP expanded 6.4 per cent in 1993 and 12.9 per cent in 1994. Now, the IMF temperature detects signs of overheating in the economy.

Most worrying is the outlook for Peru's balance of payments.

The deficit on current account hit a record high of \$2.77bn (£1.74bn) last year, exacerbated by a trade gap which topped \$1.1bn. The trend continues: expansion of imports for the first two months of 1995 (up 51 per cent) vastly outstripped growth in export revenue (up 36 per cent).

Consumer credit is also expanding rapidly. Two new Chilean-owned banks are promoting personal loans while the Peruvian middle classes, long starved of opportunities to acquire cars and domestic appliances, wallow in unfamiliar easy indebtedness.

Mr Germán Suárez, president of Peru's central bank for the past three years, believes the IMF fears are "bordering on psychosis" and are an "over-reaction in our case, which doesn't mean we shouldn't be careful. Mexico served to remind us that the demon-

als must be in order."

He argues that investment grew considerably more rapidly than consumption last year and that two-thirds of current imports are raw materials and capital goods, essential for a badly decapitalised local industry toiling up.

Mr Suárez puts the current account deficit at "around 5 per cent" of a GDP of \$50bn. The Economic Commission for Latin America (ECLAC), how-

ever, is not alone in calculating Peruvian output at \$39bn. (Dollar equivalents are distorted by hyper-inflation in the late-1990s. Using the latter figure, the deficit works out at 7.1 per cent, the highest in Latin America and perilously close to that of pre-disaster Mexico.)

It can be argued that Peru's 1994 current account deficit is of no great concern, since it was more than compensated for by a \$3.6bn surplus on the capital account. Some \$2.1bn of this, however, was due to privatisation revenue, and part of pre-disaster Mexico's windfall from Telefonía's generous bid for the telecommunications duopoly CPT/Entel.

The foreign reserves position, positive by \$5.6bn, looks healthy, but mainly for the same reason: unable to spend privatisation cash on domestic poverty alleviation without causing inflation, Peru has the

bulk on deposit abroad. Of the remainder, the deposits local commercial banks are required to make with the central bank account for a large portion. The central bank's own reserves stand at only \$1.2bn.

Many economists fear a deterioration in Peru's balance of payments position. First, even though several large state-owned companies are due for sell-off this year, the pace of privatisation will

growth plunged to 6 per cent, from 11.8 per cent in January and February, because of a fishing ban.)

The absence of tax concessions, especially on Peru's high energy tax, mean exports of more processed, value-added goods are not profitable.

The other potential Achilles heel of the government's economic programme is poverty and unemployment. Most recent official statistics put 11.5m Peruvians, just under half the population, below the poverty line, unable to cover basic food, clothing, housing and transport requirements. Of these, 4.7m, or 20 per cent of all Peruvians, cannot meet basic nutritional needs.

About 11 per cent are classified as fully unemployed (up from 8.3 per cent in 1990) and 77 per cent "underemployed" - most of them in the informal economy and paying no taxes.

Peru has reasons to believe it will escape the Mexico experience. The exchange rate is free and market-driven (although the central bank has been intervening to support the currency in recent weeks). Privatisations and the illegal drugs trade ensure a continuing large net inflow of dollars. The internal rate of savings, though still inadequate, is up to about 16 per cent of GDP, and long-term investment commitments greatly outstrip speculative capital coming into the small but active Lima stock exchange.

Negotiations with the IMF ended in compromise. The government agreed to conditions meant to keep GDP growth in the range of 6 to 7 per cent this year, and inflation in the range of 9 to 11 per cent. But economists will be keeping an especially watchful eye on the evolution of Peru's indicators.

	1992	1993	1994	1995
		(Per cent change)		
Real GDP	-2.4	6.5	12.9	8.0
Consumer prices, end-period	55.7	39.5	15.4	12.1
Trade balance	-0.6	-0.6	-1.1	-1.4
Exports	3.5	3.5	4.5	5.2
Imports	-4.1	-4.0	-5.6	-6.6

Source: Instituto de Estadística

over, is not alone in calculating Peruvian output at \$39bn. (Dollar equivalents are distorted by hyper-inflation in the late-1990s. Using the latter figure, the deficit works out at 7.1 per cent, the highest in Latin America and perilously close to that of pre-disaster Mexico.)

It can be argued that Peru's 1994 current account deficit is of no great concern, since it was more than compensated for by a \$3.6bn surplus on the capital account. Some \$2.1bn of this, however, was due to privatisation revenue, and part of pre-disaster Mexico's windfall from Telefonía's generous bid for the telecommunications duopoly CPT/Entel.

The foreign reserves position, positive by \$5.6bn, looks healthy, but mainly for the same reason: unable to spend privatisation cash on domestic poverty alleviation without causing inflation, Peru has the

bulk on deposit abroad. Of the remainder, the deposits local commercial banks are required to make with the central bank account for a large portion. The central bank's own reserves stand at only \$1.2bn.

Many economists fear a deterioration in Peru's balance of payments position. First, even though several large state-owned companies are due for sell-off this year, the pace of privatisation will

growth plunged to 6 per cent, from 11.8 per cent in January and February, because of a fishing ban.)

The absence of tax concessions, especially on Peru's high energy tax, mean exports of more processed, value-added goods are not profitable.

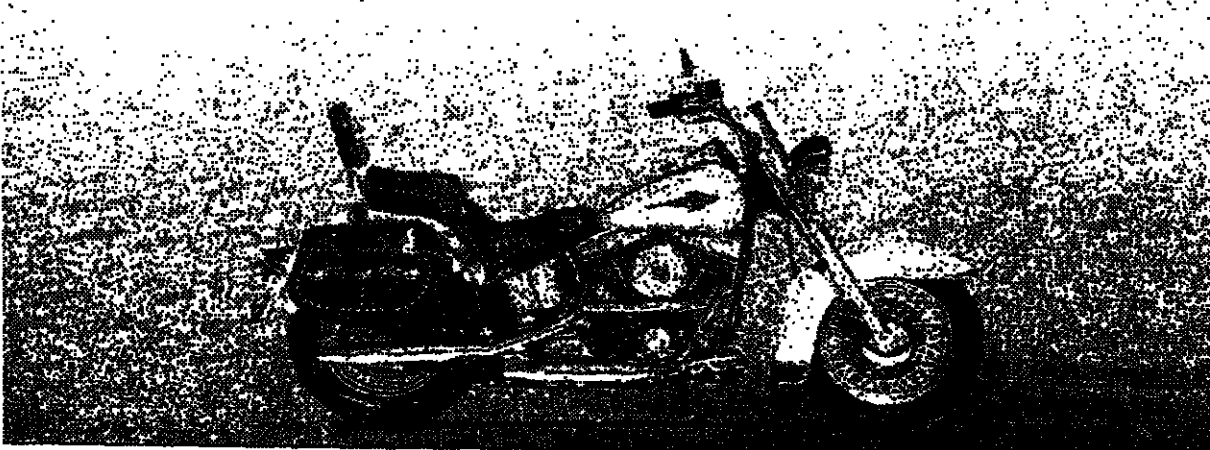
The other potential Achilles heel of the government's economic programme is poverty and unemployment. Most recent official statistics put 11.5m Peruvians, just under half the population, below the poverty line, unable to cover basic food, clothing, housing and transport requirements. Of these, 4.7m, or 20 per cent of all Peruvians, cannot meet basic nutritional needs.

About 11 per cent are classified as fully unemployed (up from 8.3 per cent in 1990) and 77 per cent "underemployed" - most of them in the informal economy and paying no taxes.

Peru has reasons to believe it will escape the Mexico experience. The exchange rate is free and market-driven (although the central bank has been intervening to support the currency in recent weeks). Privatisations and the illegal drugs trade ensure a continuing large net inflow of dollars. The internal rate of savings, though still inadequate, is up to about 16 per cent of GDP, and long-term investment commitments greatly outstrip speculative capital coming into the small but active Lima stock exchange.

Negotiations with the IMF ended in compromise. The government agreed to conditions meant to keep GDP growth in the range of 6 to 7 per cent this year, and inflation in the range of 9 to 11 per cent. But economists will be keeping an especially watchful eye on the evolution of Peru's indicators.

Rent your fantasy at Budget prices.



Budget rents the most exciting cars in Europe.

Car rental doesn't have to be boring. And it doesn't even have to be a car.

If your fantasy is a Harley-Davidson, you can rent it from Budget. If you see yourself in a Jaguar XJ6, you can rent it from Budget.

If you're not sure what you want - but you want something different - you'll probably find it at Budget. And as always, you'll get excellent service and great Budget value.

We have 3,200 locations worldwide in 115 countries including 825 airports, and at many of them you'll find cars you can't rent from anyone else in the country. So if you want to turn your fantasy into reality, do it at Budget.

For reservations and further information about Budget's exciting car range, contact your local travel agent or call Budget Central Reservations:
UK 0800 181 181 FRANCE 05 10 0001 SWITZERLAND (41) (1) 813 5797
NETHERLANDS (31) (21) 503 71222 AUSTRIA 06 60 205
BELGIUM (32) (21) 721 5097 SPAIN (34) (11) 402 1034 ITALY (39) (91) 605 7161

FAR AND AWAY A BETTER DECISION.

Featured vehicle is not available in all locations and availability of any model may vary according to local market requirements. Special rental conditions may apply, and will vary from location to location. Budget - a system of corporate and licensee owned locations.

FINANCE EAST EUROPE

FINANCE EAST EUROPE reports twice monthly on investment, finance and banking in the emerging market economies of Central and Eastern Europe and the former Soviet Union.

To receive a FREE sample copy contact:
Catherine O'Keefe
Financial Times Financial Publishing,
Maple House,
149 Tottenham Court Road,
London W1P 9LL, UK
Tel: +44 (0) 1753 696 2384
Fax: +44 (0) 1753 696 2274

FT

FINANCIAL TIMES
Financial Publishing

VOLVO OWNERS

COMPREHENSIVE INSURANCE FROM \$100

Exclusive Schemes for Volvo 0161 788 4567

Hill House Hammond

The Motor Insurance Specialists

GENERAL PROCUREMENT NOTICE

PROCUREMENT OF PRODUCTS AND SERVICES UNDER JAPANESE GRANT AID FOR ECONOMIC STRUCTURAL ADJUSTMENT OF THE KINGDOM OF CAMBODIA

The Government of The Kingdom of Cambodia has received a Grant Aid of 2,500 million Japanese Yen from the Government of Japan to purchase products and services incidental to such products for public bodies and private sector companies of the Kingdom of Cambodia.

Categories of products are:
☐ Petroleum products
☐ Iron and Steel products
☐ Paper and Paperboard
☐ Equipment for distributing electricity

Eligible source countries are all countries and areas except the Kingdom of Cambodia. Firms or companies who are interested in supplying product(s) as mentioned above should submit to JAPAN INTERNATIONAL COOPERATION SYSTEM (JICS) the following information as soon as possible: Name and address of firms or companies, name(s) of person(s) in charge, telephone and facsimile number. This information is acceptable BY FACSIMILE ONLY. By return, JICS will send a FORM OF APPLICATION by facsimile, which is to be filled out and sent back with the required documents (e.g. balance sheet and statement of profit and loss in past 3 years, etc.) by registered mail, international courier service, etc. Only firms for each procurement will be held one by one in accordance with the contents of submitted FORM OF APPLICATION and will commence after 3 weeks from this publication as soon as necessary preparation is arranged. Criteria of P/Q shall be determined by each procurement and shall depend on procurement conditions such as the items nature, scale, delivery period, etc.

It should be noted, however, that JICS is not committed to contact ALL firms or companies expressing interest after receiving the above mentioned form.

Invitations to tenders to qualified firms or companies will be issued at a later date.

Procurement Office for Non-Project Grant Aid,
Grant Aid Management Dept.,
JAPAN INTERNATIONAL COOPERATION SYSTEM (JICS)
P.O. Box No. 301
6th floor, Shinjuku Mitsui Bldg.,
1-1, Nishi-Shinjuku 2-chome, Shinjuku-ku, Tokyo 163-04, JAPAN
TEL: (03)5322 2441-2444
FAX: (03)33405505

Leaders' rivalry could damage opposition's election hopes

Likud party braced for split

By Julian O'Sullivan in Jerusalem

Israel's rightwing opposition Likud party was yesterday braced for a split which could damage its chances of winning next year's election battle against the Labour party of Prime Minister Yitzhak Rabin.

The division in the party, which could result in a breakaway faction forming a new political party this month, comes as opinion polls show Likud would trounce Labour in next November's general election.

Division and political infighting among the right wing will be greeted with joy in the embattled Labour party and

will increase Mr Rabin's ability to push ahead with difficult Middle East peace policies, which have been the focus of rightwing opposition.

The Likud split largely results from a personal, rather than ideological, power struggle between Mr Benjamin Netanyahu, Likud leader, and Mr David Levy, a former foreign minister and influential representative of Sephardic Jews who emigrated to Israel from North Africa.

Mr Levy, who lost the leadership battle in 1993 in an acrimonious campaign in which both men traded insults, believes Likud has been hijacked by Mr Netanyahu and

his supporters and is dominated by Askani (European) Jews.

Mr Levy says 80 per cent of Likud supporters are Sephardic Jews and he is demanding reserve places for his supporters in forthcoming primaries to decide a list of parliamentary candidates.

Mr Levy has formally threatened to quit the party if Mr Netanyahu does not surrender to his demands at next Monday's central committee meeting.

He has called for a meeting of his supporters on June 18, where it is widely expected he will announce the formation of a new political party.

However, Mr Zalmay Shoval, a Netanyahu support and aspiring candidate, said: "Mr Levy is trying to keep ethnic politics alive in an era when it no longer exists. No leader of a democratic party can give into these demands. Mr Levy is without doubt a leader who enjoys popular support but if he wants to continue in national politics outside the Likud it will be his end."

Likud insiders say Mr Netanyahu has secretly promised to make Mr Levy second in command in the party and future deputy prime minister but that Mr Levy has refused the offer without a secure internal power base. He has not ruled



Netanyahu: Likud leader

out the possibility of a last-minute compromise but the majority of party activists believe a split is now inevitable.

Japan's call to resume minke whaling refused

By James Harding

Japan's request to resume small-scale commercial whaling has been refused, despite signs of a softening in the international community's attitude to the Japanese demand. The International Whaling Commission's annual meeting in Dublin concludes today, after a week in which one official said "a great many things have been discussed and few resolved".

One of the few resolutions was to maintain the moratorium on commercial whaling, voting down Japan's request to catch 50 minke whales in its coastal waters. Japan, bound

by the 1982 IWC decision to impose zero quotas on all members, has argued its four coastal whaling communities have suffered economic and social distress because of the moratorium.

Delegates voted 10 for and 14 against Japan's request for a special allocation of minke whales. Few observers expected Japan's request to be successful. One IWC official noted: "The expressions of support for Japan seem to be creeping up. As Japan continues to comply with every demand the IWC sets, more people are asking what more can the Japanese be reasonably asked to do?"

Following the decision by

the IWC to ban commercial whaling from a whale sanctuary declared around the Antarctic, the request for the coastal minke whale catch is Japan's last hope of any kind of internationally sanctioned whaling operation.

Norway, which has opted out of the IWC moratorium on whale hunting since 1986, was condemned by the IWC for continuing to hunt minke whales in the Atlantic. The IWC this week passed a resolution 21-6 calling on Norway "to halt all whaling activities". Since the whaling season began last month, Norway has killed 82 of the 235 whales it has allocated itself for the 1995 catch.

Hassan walks a fine line with Islamists

The benefits of economic reform have not stopped many Moroccans turning to Islam for solace, writes Roula Khalaf

In Casablanca, Morocco's emerging financial capital, the squalid, overcrowded neighbourhoods are conspicuously concealed by concrete walls. The slums stand side by side with the modern Morocco of mirrored facades and tall, handsome buildings.

This image of a country moving at two speeds is feeding a growing Islamist movement, now taking firm hold in Morocco's universities. Students are increasingly turning to the message of people like Mr Fathallah Aarslan, a member of the executive council of Al Adl wal Ihsan (Justice and Charity), Morocco's largest Islamist movement.

"What we have is oppression, injustice, corruption and poverty - it is revolting," says Mr Aarslan.

It is perhaps an irony that after more than 10 years of International Monetary Fund medicine and many medals of honour for good economic behaviour, Morocco should face the challenge of a burgeoning Islamist presence.

But most Moroccans have yet to reap the fruits of economic reform. With a population growing at more than 2 per cent a year, half aged less than 20, and unemployment running at an estimated 25 per cent (17 per cent officially), Morocco is racing against time to transform macro-economic achievements into benefits for

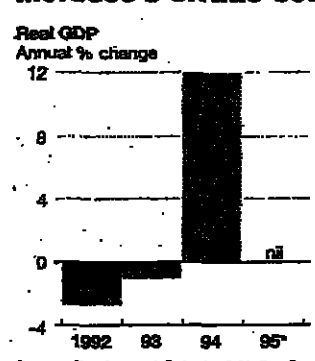
a population plagued by severe income disparities.

The country, according to Mr Mohamed Guesous, an Islamist expert and member of the left-wing Union Socialiste des Forces Populaires (USFP), has about 30 different Islamist groups, with only four large enough to make themselves heard. Mr Guesous says the Islamists are pushing aside leftist groups in universities, especially in science departments, and have become the dominant force on Casablanca's campus.

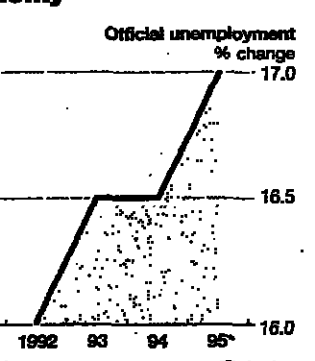
Their activities, tolerated by the government, focus on spreading an authoritarian version of Islamic adherence in society on the one hand and helping alleviate economic burdens on the other. "Islamism in Morocco is above all else a formidable network of support, of social solidarity and political-cultural allegiances," says Mr Guesous.

Morocco's Islamist movement is homegrown and has little to do with the civil strife gripping Algeria. Nor is Morocco likely to go Algeria's bloody way - as long as King Hassan II maintains his policy of tolerance and has the will to accelerate economic growth

Morocco's erratic economy



Source: Foreign and Colonial & Uplift Securities



Estimates

and open up the political system.

While most of the country's Islamist leaders were once followers of the Saudi-funded and radical Chabiba Islamiya (Islamic youth), implicated in violent acts in the 1980s, they have gradually developed into non-violent groups. They say they will remain this way as long as the government does not resort to repression. Like other Islamist groups, their ultimate goal is the establishment of an Islamic state, though the means to achieve this vary between movements.

So far the king has walked a

fine line in his dealing with Islamists, allowing them to gather, set up social events and publish newspapers, but denying them legal status as associations.

To temper Al Adl's appeal, the government has for the past five years kept its charismatic leader, Mr Abdelsalam Yassine, under house arrest, without charge.

Officials insist the Islamist movements' support base remains marginal. They underline the king's inherent legitimacy as a descendant of the Prophet and the pluralistic tradition of Moroccan political

growth. This is no easy task given the erratic behaviour of the Moroccan economy, which remains at the mercy of rainfall.

A catastrophic drought this year is expected to lead to flat or negative growth, according to Foreign and Colonial Emerging Markets. Inflation, meanwhile, is running at 6.7 per cent, way ahead of the government target of 5 per cent.

Morocco's broad economic successes also mask a failure on the social front - its illiteracy rate stands at a monumental 50 per cent. And although the king, for the last two years, has been toying with the idea of *alternance*, or allowing a greater role in government for the secular opposition, he has yet to settle on terms which would fit his twin ambitions of modernising the country while safeguarding his throne.

Islamist leaders say the king, with one eye on the home front and the other on the west, will heed their calls and avoid a confrontation.

"The government knows it has problems which are essentially economic and the answer is in attracting foreign investment and tourists, which means the government needs stability," says an Islamist lawyer.

"They cannot look for confrontation and cross the red line, just like we don't want to cross the red line."

INTERNATIONAL NEWS DIGEST

Surprise Syrian visit by Mubarak

Egypt's President Hosni Mubarak began talks yesterday with Syria's President Hafez al-Assad during a surprise visit by the Egyptian leader to discuss Middle East peace negotiations. A Syrian presidential spokesman said a high-ranking delegation accompanied the president.

The Syrian and Egyptian leaders have been co-operating closely on the Middle East peace process and regularly consult on developments. Mr Mubarak's visit precedes a tour of the region by Mr Warren Christopher, US secretary of state, during which he will discuss how to push forward Syrian-Israeli talks.

Reuters, Damascus

S Africa labour threat grows

Union support in South Africa for a two-week campaign of mass action beginning next Tuesday appears to be growing. The campaign, which aims to put pressure on employers during talks on new labour relations legislation, is scheduled to culminate with a half-day national stoppage. The Congress of South African Trades Unions (Cosatu), the biggest labour grouping, yesterday won the support of the smaller Federation of SA Labour Unions, and expects similar endorsement soon from the National Council of Trades Unions.

Roger Matthews, Johannesburg

Algeria leads in oil discoveries

More oil was found in Algeria last year than in any other country, according to Petroconsultants, a Geneva-based group which monitors developments in the international oil and natural gas industries. The company's annual survey of hydrocarbon discoveries showed that 1.13bn barrels of oil and condensate, a naturally occurring petrol, were discovered in Algeria in 1994. That was nearly twice the volume found in Norway, which came second in the rankings. Algeria came second behind Malaysia in the Petroconsultants ranking of natural gas discoveries.

Robert Corrine, London

Unfortunately, real trucks aren't as environment-friendly as this one.
But we're working on it.



Today's Mercedes-Benz trucks are safer, quieter and cleaner than ever before,
and that's just the beginning.

A real-life 38-tonne truck isn't a toy. And despite the huge advances that we've made in reducing our trucks' noise and emission levels and improving their economy and safety, we recognise that the free movement of goods - like the food that's delivered daily to your local supermarket - along the roads of Europe sets a price for all of us to pay.

At Mercedes-Benz, we're putting massive resources behind reducing the environmental costs of road transport. In Germany, we've put the gas-driven bus, which is virtually

pollution-free, on the road. We were the first to include anti-lock braking as standard on our heavy truck range. We've increased the recyclable content of our vehicles, in some cases up to 95%. Our oxidation catalysts dramatically reduce particulate emissions. And long-term, we're working with governments and regional authorities to develop more efficient ways of trucking goods, with the aim of keeping trucks away from crowded city centres.

Creating transport solutions for the 21st Century won't be an easy task. But the first

step is to recognise that new answers will have to be found. So that when Tom grows up, he can bring his own son up in a world where the disadvantages of trucks are far outweighed by the benefits.

For more information phone free on 0800 33 66 44 or write:
Mercedes-Benz Trucks and Vans,
Dept. FT/0206/M1, FREEPOST,
RMBOS, Iford, Essex IG2 6BR



Mercedes-Benz
Trucks and Vans
A member of the Daimler-Benz Group

£100m complex hope for Bristol

By Roland Adairham in Bristol

A £100m (\$157m) property scheme incorporating a world trade centre, linked to an international network of 170 existing centres, is planned for Bristol, south-west England.

Wimpey Construction and Lucarne International, a property development group, said yesterday that the project could eventually create up to 2,000 jobs, in addition to construction workers employed over a phased six-year programme.

The intend the world trade centre to be the hub of a complex which would include about 30,000 sq ft of exhibition space, conference rooms, office suites, a hotel and service apartments.

Although the site has yet to be chosen and planning consent will be required, if the project is successful it will provide Bristol with a considerable boost. Mr Alan Gunter, a Wimpey director, said the city was "lacking an international identity".

The World Trade Center Association, based in New York, granted a Bristol licence in April to Wimpey and Lucarne, a company set up for the purpose of the project. The trade centres have a network database which links 400,000 subscribers, businesses, and facilities including meeting rooms, secretarial services and 24-hour video conferencing.

The only existing centre in the UK opened last year in Cardiff, Wales, at the international arena developed by Brent Walker.

Mr Michael Langridge, managing director of Lucarne, said he was confident funding would be in place from a German bank and a Singapore property company.

"We felt Bristol was in need of a trading platform," he said. "Bristol does not have a recognised conference centre of national significance and has far more potential for business tourism. Our aim is to provide Bristol with a significant business centre of world ranking."

House builders and mortgage lenders are angered by 'direct attack on homeowners'

PM sparks row over housing slump

By Andrew Taylor and Kevin Brown

The government yesterday came under fire from house builders and mortgage lenders after Mr John Major, the prime minister, appeared to blame homeowners for over-borrowing in the late 1980s and causing the housing recession.

Mr Major's remarks coincided with reports of further house price falls last month. Nationwide building society said average prices fell 0.7 per cent last month, compared with April providing "further evidence of the weakness of the housing market".

Halifax, Britain's biggest mortgage lender is expected to report today that the average

price of a UK home has fallen by about 1½ per cent since April last year.

Speaking in Lincoln, Mr Major said that the UK was heading for classic economic recovery based on rising employment and increased competitiveness. He blamed the lack of a feelgood factor in the economy on the housing market which had moved from boom to bust in a short number of years.

"An awful lot of people had committed themselves to mortgages [in the late 1980s] that were a good deal bigger than ideally they should have had."

"Suddenly inflation began to take off, interest rates began to rise, mortgage rates began to rise and house prices stopped

rising and fell. The negative equity trap that has done so much to damage confidence began to hit us."

Mr Roger Humber, director of the Housebuilders Federation said: "The prime minister should not be blaming homeowners, he should apologise to them."

"He has totally ignored the role of his own government's policies in exacerbating the length and depth of the housing market recession by the inappropriate timing of mortgage interest tax relief reductions, plans to reduce mortgage interest support to the unemployed and by vacillating policies on interest rates since last autumn."

The Council of Mortgage

Lenders, involved recently in sharp exchanges with Mr Peter Lilley, social security secretary, over income support plans, said the government should take responsibility for its actions.

Mr Peter Williams the council's head of external affairs said: "The government was central to both the boom in the housing market and its subsequent recession."

"It is in the government's own hands to improve this situation."

Shelter the charity for the homeless said Mr Major's comments were "ill-informed" and "thoroughly disingenuous". Mr Gordon Brown, the opposition chancellor, said the prime minister's comments

amounted to "a direct attack" on homeowners.

The Council of Mortgage Lenders said the housing market could "remain flat for another five years" unless government improved prospects for homeowners.

The council wants ministers to scrap plans to restrict income support for unemployed mortgage holders which it says would cause a sharp rise in repossessions.

Mr Ian Shephardson, a Midland Bank economist, described the latest price falls as "the calm before the storm".

He warned that prices were likely to fall further over the summer before some stability returned to the housing market during the autumn.

Cornish fishermen accuse Spaniards of cutting through nets

Representatives of Cornish fishermen are to protest to the government after a trawler skipper claimed that a Spanish vessel had deliberately cut through his nets, raising fears of renewed tension as the tuna season gets under way.

The European Commission confirmed yesterday that a Spanish trawler had damaged the nets of a British trawler in what appeared to have been an accident 100 miles off Land's End.

Mr Mike Townsend, chief executive of the Cornish Fish Producers Association, said he would raise the incident with the Ministry of Agriculture, Fisheries and Food. He said: "I see this as a very serious incident which happened in UK territorial waters."

Mr Marco Zatterin, the commission fisheries spokesman, said: "According to the information we have, it was an accident. There was no intention of harming the British vessel."

He said the Spanish vessel was fishing in an authorised area and warned captains to be careful now that the tuna season had started.

Big players join in the latest waste paper chase

By James Harding

Westminster City Council's rubbish is in hot demand. In recent months, waste management companies from the UK, US and even China have approached the local authority about handling the refuse, most of which is paper.

"The way waste paper demand has taken off in the last six months, it has become a very aggressive market where everyone is looking for where they can get hold of used paper," says Mr Mark Banks, the council's recycling officer.

With waste paper now commanding record prices and new recycling plants coming on-stream this month set to expand demand, a trade that was once "run by people in baggy sweaters and sandals", according to one observer, is set for a new era of competition and consolidation.

According to PPI, the Brussels-based monitor of European paper prices, increased demand has more than doubled UK waste paper prices. One tonne of once-used newspapers, for example, was worth £100 (£157) in April, up from £70 in March.

Mr Geoffrey Jones, national secretary of the British Waste Paper Association, says the surge in waste paper prices has been caused by the same factors pushing up European newspaper prices, which prompted the launch six weeks ago of a European Commission investigation.

Global economic recovery, growing demand for paper worldwide, particularly in the dynamic Asian economies, and the increasing numbers of recycling mills being built to circumvent high pulp prices has resulted "in an imbalance in supply and demand, that has driven up the price for waste paper".

Mr Jones argues that the waste paper industry is cyclical, noting that prices only recovered to 1990 levels last December after "four barren years".

Elsewhere in the industry there is more confidence in the long-term future of the waste paper market.

This month another recycling plant, Aylesford Newsprint, owned by SCA-Minorco-Mondi, the Swedish-South African joint venture, is set to come on-stream with a capacity to recycle as much as 380,000 tonnes

of waste paper per year by 1997. Aylesford forecasts that by then UK recycling mills will require 1.2m tonnes of waste paper each year, up from 750,000 tonnes last year, while total available raw material will grow more slowly to 3m tonnes in 1997 from 2.8m tonnes last year.

The belief that demand will swell and put continued pressure on supply is being reflected in the growing interest of the large integrated waste management companies in the small independent waste paper collectors.

Earlier this year, UK Waste, a joint venture between Wessex Water and Waste Management International of the US, bought Clarfield Recycling, the Bristol-based waste paper collector, for an estimated £2m, a signal to the industry of the increased value of waste paper collection networks to international waste managers.

Mr Nick Francis, Clarfield's managing director, predicts the UK Waste purchase is part of a longer trend. "The industry is in turmoil, with waste paper in such demand that mills are looking to confirm their core tonnages, and that will be by making acquisitions."

UK NEWS DIGEST

Penal 'tagging' trials delayed for second time

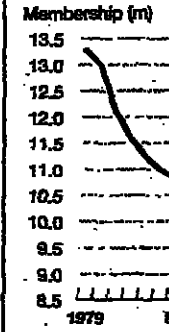
Technical difficulties in adapting US equipment for electronically "tagging" convicted criminals have forced the Home Office to postpone trials of the system, it was announced yesterday. The system, fiercely opposed by liberal penal reform groups, was due to be tried out in Reading and Manchester at the beginning of this month. Trials have now been postponed for at least a month.

Mr Michael Howard, the home secretary, wanted to offer "tagging" as a sentencing option for judges and magistrates. It could be used to enforce curfews or to check that offenders did not leave their homes at specific times. This is the second postponement of the system.

John Authors

Decline in worker organisation

Trade unions



Source: Department of Employment

UK trade union membership has dropped to its lowest level since 1948 with only 8.2m of the labour force unionised by the end of 1993. This represents one in three of all employees and a 35 per cent cut in the proportion organised since the peak level of 13.2m in 1979. The latest official figures for 1994 from the labour force survey reveal that 88 per cent of those employed in electricity generation and supply are unionised, 81 per cent in rail transport and 67 per cent in postal services. Unionists are now in a minority in printing and publishing and chemicals and chemical products (both 32 per cent). However, 48 per cent of employees still worked in places where unions were recognised for collective bargaining.

Robert Taylor

Duty-free fight continues

Eurotunnel, the Channel tunnel operator, is complaining to the European Commission after losing a High Court battle to stop duty-free sales on cross-Channel ferries and aircraft.

The court ruled in February that Eurotunnel had delayed too long in seeking legal redress after the court's decision last July allowing it to seek a judicial review of duty-free sales.

Eurotunnel says allowing cross-Channel ferries to continue such sales is the equivalent of a £100m-a-year subsidy. Now the company is challenging the Commission's decision to extend until 1999 duty-free sales on journeys between member states.

Neil Buckley

Trainee accountants bullied: One in four trainee accountants are the victims of bullying at work, according to a survey published by Pass, the accountancy students' magazine. Of the 600 questioned by Pass and Harrison Willis, recruitment consultants, 11 per cent had suffered verbal intimidation in public and private.

Other forms of bullying included persistent criticism, suffered by 9 per cent and shouting endured by 8 per cent. Only 2 per cent reported sexual harassment.

Jim Kelly

FT

FINANCIAL TIMES
Conferences

WORLD GOLD CONFERENCE

19 & 20 June 1995 - Lugano

Authoritative speakers from North America, Europe, Africa and the Asia-Pacific Region will address this year's meeting, sharing their views on driving forces in the market; supply and demand trends; global opportunities and new initiatives in gold.

ISSUES INCLUDE:-

- The Impact of Derivatives
- The Inter-Relationship between Gold and Silver
- The Interface between the Physical and Paper Markets
- Risk Management Techniques for Gold Producers
- The Global Jewellery Market
- Gold and Silver Demand in India: Post Liberalisation
- New Middle East Perspectives on Gold

SPEAKERS INCLUDE:-

- | | | |
|--|---|---|
| Mr Jean Zwahlen
Member of the Governing Board
Swiss National Bank | Mr Frank Arisman
Managing Director
Precious Metals
JP Morgan & Co, Inc | Mr Neil Newitt
Managing Director
J Aron & Company (UK)
Goldman Sachs |
| Mr Urs W Seiler
Senior Vice President
Commodity Risk Management
Union Bank of Switzerland | Mr Ronald Cambre
Chairman, President & CEO
Newmont Mining Corporation | Dr Jessica Cross
Director
Crosswords Research
and Consulting |
| Mr Guy Manuelli
Treasurer
Normandy Poseidon Limited | Mr Marwan Shakarchi
Chairman
MKS Finance SA | Mr Jeff Toshima
Area Manager
World Gold Council, Japan |

FINANCIAL TIMES CONFERENCES in association with FT MAGAZINE THE BANKER

Official Carrier: **swissair** **crossair**

FT Conferences have a variety of excellent marketing opportunities for companies wishing to bring their products or services to the attention of our international audiences. For further details please contact Lynette Northey on Tel: (+44) 171 814 9770 or Fax: (+44) 171 873 3969/3975

To: Financial Times Conferences, PO Box 3651, London SW12 8PH. Tel: (+44) 181 672 9000 Fax: (+44) 181 673 1335	
World Gold Conference Lugano, 19 & 20 June 1995	
(PLEASE TYPE) (delete as appropriate)	
Mr/Ms/Mr/Ms/Other	
First Name	
Surname	
Position	
Department	
Company/Organisation	
Address	
City	
Postcode	
Tel	
Fax	
Type of Business	
<input type="checkbox"/> Please send me conference details <input type="checkbox"/> Please send me details about The Banker <input type="checkbox"/> Please reserve one place at the rate of £720 <input type="checkbox"/> Cheque enclosed made payable to Financial Times Conferences <input type="checkbox"/> Bank transfer to: Financial Times Conferences, Midland Bank plc City of London Corporate Office Account Number: 71009095 Sort Code: 40-02-50 International SWIFT Code: MIDLGB22 (Please quote delegate name as reference) <input type="checkbox"/> Please charge my AMEX/Mastercard/Visa with £	
Card No:	
Expiry date:	Signature of cardholder:
CANCELLATION POLICY Cancellations must be received in writing by Wednesday 12 June 1995 and will be subject to a 20% cancellation fee unless a substitute delegate is offered. After this date, the full registration fee will apply, however, substitutes will still be accepted.	
Signed:	Date:

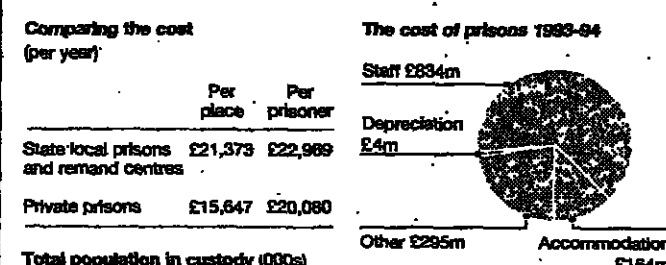
Prison contractors named

Winning security and construction consortia to invest a total £100m in design, construction, management and finance, reports Andrew Adonis

Confident custodian of a changing service



Derek Lewis
director-general, Prison Service



The government yesterday announced the award of two new private prison contracts in a decisive advance of its prison privatisation policy which could result in up to 10 per cent of the prison population being in private hands by the next general election.

The two contracts take the number of private prisons to six, managed by four separate companies. Yesterday's contracts went to two consortia, the first comprising Group Four, the security company, and Tarmac, the construction group, which headed off a bid from a consortium of Wackenhut, the US private prison operator, Trafalgar House, the construction and hotels group, and Serco, the British facilities management company. Wackenhut and Serco already run a prison in Doncaster.

The second went to a consortium headed by Securicor, another security group, and including the construction company Costain. Other members include W.S. Atkins, British consulting engineers, a Scandinavian construction group and British architects Selfers.

Group Four won the contract for a new prison at Bridgend in Wales, and Securicor for a prison at Fazakerley, north-west England.

The contracts, requiring total capital investment of around £100m (£157m), involve a far greater degree of private sector commitment than the four existing private prisons. They cover the entire process of design, construction, management and finance (DCMF). The management contracts run for 25 years, whereas the existing private contracts are for five years only.

The consortia will be paid set fees contingent upon them making a predetermined number of places available and satisfying a range of performance targets - covering issues such as escapes and the regime for prisoners - laid down in highly detailed contracts.

The prison service - an agency set up two years ago to take over the management of prisons from the Home Office - is expected to announce up to four additional DCMF prison contracts over the next year. Separately, it is likely to expose one or two existing state-run prisons to open competition with the private sector for their future contracts.

It is also pressing ahead with a third key aspect of the privatisation programme, the con-

tracting out of the court escort service, which ferries prisoners between jails and the courts. Four contracts have been awarded, and a further four are expected over the next year, which will put the entire escort service in the private sector.

Mr Derek Lewis, director-general of the prison service, objects to the word "privatisation" as a description of the current policy, noting that the prison regime, and decisions about individual prisoners, will continue to be decided by the prison service acting on ministerial policy guidelines.

The retention by the government of detailed regulatory powers has been common to all privatisations since British Telecommunications, the former state utility.

Nothing signifies the government's determination to forge a new path more graphically than the appointment of Mr Lewis as first head of the prison service as an agency.

Founder of the UK Gold satellite and cable channel, Mr Lewis was recruited by the government two years ago to shake up prison management and pioneer privatisation.

He has had a rough passage, with high-profile prison disturbances at Whitemoor and Parkhurst during his term. Yet priva-

tisation is advancing steadily and Mr Lewis's term has been extended until next year.

Mr Lewis claims that existing private prisons cost between 15 and 25 per cent less per prison place than comparable state-run prisons. The saving per prisoner is less, because private prisons are not bearing the burden of the serious overcrowding in the state prison sector, necessitated by the rise in the prison population to its highest level ever - 51,700 - this April.

Private operators claim their savings come from more rational and flexible staff working practices than those prevalent in the state sector. UKPS, a consortium comprising Corrections Corporation of America, a private prison operator, and construction companies John Mowlem and Robert McAlpine, operates Blakenhurst prison near Birmingham. It claims that it requires only four-fifths of the staffing for a similar state prison, and that it can attract top quality custody officers at salaries about 7 per cent lower than those in the state sector.

Group Four, which manages the Wolds prison on Humberside and Buckley Hall, Greater Manchester, claims a similar saving in staff numbers.

Mr Lewis is confident that

DCMF will lead to still larger savings because of the transfer of risk to the private sector. The contractors will assume responsibility for building the prisons to prearranged costs and timescale; for gaining necessary detailed planning consents; and for satisfying required standards of prison regime. If they default, penalty payments are payable.

Mr Lewis claims the detailed contractual requirements have led to significant improvements for prisoners, notably in the number of hours they are allowed out of their cells.

There is some nervousness in the prison service at lauding such improvements, following a call from Mr Michael Howard, the home secretary, for an "austere" prison regime. Instead, officials point to the greater opportunities for work and education, which will be given a high priority in the new prisons.

The future of prison privatisation is in the balance. Mr Jack Straw, the home secretary for the opposition Labour party, has pledged to halt the policy if Labour is elected. Mr Lewis and the private prison companies believe they have two years to demonstrate that the cost of doing so is too high - for taxpayers and prisoners alike.

THE PRO
Alonger sho
Simon London looks an
snap despite e
Reasoning the
Chief Justice



COMM
Investment Acquisitions
Investment Sales for Client
Total Investment Turnover
OFFICES
92
Transactions for Clients
totaling
\$10,000,000,000
R
L
Tr
£55
Jones
INTERNATIONAL
Birmingham
ADVERTISE YOUR COMPANY
TELEPHONE

MANAGEMENT

Working hours are changing, writes Victoria Griffith
The long good Friday

For the young, summer has a special meaning: freedom from classes and examinations, and the liberty to spend lazy afternoons whiling away the hours. When students graduate to the workplace, however, summer more often means spending sunny days cooped up in an office and roasting in traffic jams in a humid city.

A growing number of US companies are attempting to recapture a little youthful free spirit by creating special work schedules for the warm-weather months.

Pfizer, Bristol Myers Squibb, American Express, Viacom and Colgate-Palmolive are some of the companies that have adopted the practice. Most programmes allow workers to leave at Friday lunch time. American Express is more flexible, giving employees the choice of departing early on Fridays or arriving late on Mondays.

Some companies, such as advertising groups Ogilvy & Mather and Grey Advertising, look on early release as a gift to hard-working employees. Others require that the time be made up earlier in the week. Pfizer, for

instance, asks workers to come in a half hour earlier, or leave a half hour later between Monday and Thursday. Bristol-Myers cuts the usual lunch hour to 45 minutes.

"We had such an overwhelmingly positive response to this from our employees, and we haven't suffered any decline in productivity," says Ronald Martin, director of global employee relations for Colgate-Palmolive. "It allows people to beat the rush hour on Fridays and get away for the weekend."

Some corporations offer summer hours between the end of May and the beginning of September, while others limit the long weekends to July and August. The cosmetics group Revlon found the new work hours were so popular that it decided to turn the summer weekends into a year-round practice. "This did wonders for morale, so we decided to make it for the whole year," says Ronald Dunbar, head of human resources for the group. "We have a lot of single-parent employees and other workers who have a hard time balancing work and family, and the long weekends are really appreciated."

Revlon's hours are now 8.30am to

5.15pm Monday to Thursday, with release at 12.30pm on Fridays. Many companies see early release as part of the trend that led them to institute casual dress on Fridays.

The new dress code began as a summer-only privilege at most corporations, and was then extended to the rest of the year. Corporations say the policy can give them a hiring edge over competitors. This means the practice can become widespread in a specific industry, as employers vie for staff.

Long weekends are common in the New York City cosmetics and advertising sectors, for instance. "Employees can appreciate more flexible hours more than a pay raise," says Harry Levinson, a management consultant. "It can give them a hiring edge."

Whatever the corporate reasons for instituting the policy, employees taking advantage of the long weekends say summer has acquired a special meaning again. "It's wonderful, because I can take off for the beach with my husband, or just spend a quiet afternoon in the city," said Sara Roselli, a human resources associate at Colgate-Palmolive. "It's what summer should be."

The 1990s have seen big changes in the way companies are managing. The twin demons of achieving global presence and being locally responsive. The management development world has faced a parallel paradox - how to deliver general management education, as well as courses and programmes tailored to the specific requirements of companies and individuals.

The situation is further complicated by the fact that managers, under pressure from constant change, have little time to develop the new skills needed to "reinvent" themselves. "Workloads are substantial and if you are sent away on a course, you do think of the work piling up on your desk," says Sheila Dawson, head of business services at the international banking arm of the Bank of Ireland. "We are going through radical business re-design and process improvement, so training must put things in context and help our managers to deliver core objectives," she adds.

Changed times demand new approaches to development, says Roger Shaw of the consultancy Strategic Training. "People now have to manage multiple strategies. They are dealing with great complexity. Bringing in a consultant who stays for a brief period, offers insight on a small number of issues to a small number of people and then disappears is not useful."

According to Eddie Obeng of Pentacle The Virtual Business School, the paradoxes can be bridged using the latest technology. "IT managers can't be sitting in the same classroom, the traditional response has been to use some form of distance learning," he says. "While classroom-based and distance learning are clearly valuable, they cannot avoid being formulaic or relying on a 'one best way' approach."

"There is a growing need for local learning - learning which is continuously adapted and fitted around the immediate needs of managers. If access to learning is immediate it becomes a far more valuable managerial currency."

Pentacle, which was set up in the south of England last autumn, is using technology to give managers constant access to learning. It is, for example, using technology for mentoring. "The constant interaction allowed by networking on the information superhighway turns mentoring into a far more dynamic, customer-focused and practical exercise," says Obeng, a former Shell manager and ex-faculty member of Ashridge Management College. Senior executives without typing skills are spared - they can use voice mail and relatively inexpensive desktop video phones.

Enthusiasm for such approaches appears to be growing. "Demand for



The attraction of virtual reality is that the manager has to understand the interactions, says Pentacle's Eddie Obeng

Local learning in a global market

Stuart Crainer says the latest technology can give managers access to information tailored to their needs

computer-based simulations and needs analysis software for management development has rocketed in the last two years," says Peter Ross, managing director of training and multimedia company, Peak Interactive. "Multimedia has finally become a practical reality for many businesses," Ross says.

Sceptics might suggest that while the world is full of talk of virtual reality, virtuality is far from reality. The virtual organisation conjures up the image of Californian management thinkers anxiously scanning the dictionary for new buzzwords.

"In the past people had to be brought together because they couldn't do things for themselves," says Laurence Lyons, co-author of *Creating Tomorrow's Organisation* and co-founder of Henley Management College's Future Work Forum. "Now technology is giving more power to individuals. The implications for management development are phenomenal. Managers will have to organise, manage, motivate and develop themselves in a world where organisations and individuals become atomised. But they will not do so in isolation. They need to be linked to the organisation and

to interact with the other people in it."

Obeng believes the "V" word is misunderstood. "There is nothing grandiose about the concept. Managers are adept at using networks and, increasingly, at working in teams. It should never be forgotten that technology enables managers to work more effectively and to learn new skills cost-effectively. The virtual concept is a label, what matters is making it work."

One means of making virtuality work is the idea of "virtual teams", championed by Mercury, the telecommunications company. The term is used to describe groups of people who are accountable for the achievement of transient or short-term objectives. The idea is that virtual teams enable a flexible and continuously evolving fit between skills, resources and immediate needs.

One of the attractions of such a pragmatic approach is that executives do not have to travel the world, fitting from one jet-lagged meeting to another. Instead, technology provides constant links, through e-mail or computer noticeboards.

Pentacle is using virtual teams in

the development of a virtual reality simulation involving programmers linked between its base in the UK and Seattle. "The attraction of virtual reality is, if it is well designed, the manager has to understand the interactions before making progress. The simulations we have developed examine real business issues," says Obeng.

Nuclear Electric's David Heap, one of the first managers to experience the simulation, believes it could prove valuable. "Examining business processes requires a tool which shows how they flow through the business. Seeing all the various processes and how they interact on the screen brings it to life and makes it easier to take a broader perspective," he says. "The only limitation is coming to terms with the simulation and how it works. Once you can understand this, you can make it happen."

The simulation doesn't take up huge amounts of room on a PC and can be sent down phone lines quickly and cheaply. It is highly traditional in one respect, however: as the manager progresses through the program, success is measured by the physical size of the pound sign displayed.

Finding the 'ideal' company
Tim Dickson on a survey of graduates' preferences

North American multinationals appear to be more popular with European business students than "local" firms, according to a survey of graduate opinion to be published next month.

Asked which company they would "ideally" like to work for, 7,000 Europe-based respondents to a questionnaire ranked Hewlett-Packard, McKinsey & Co, Boston Consulting Group, IBM and Microsoft in the top five positions. BMW was the leading European company in sixth place, with Nestlé, ABB and Unilever also featured in the top 10.

On the whole European multinationals scored well in one or two European countries - notably where they had a strong presence - but they were seldom above average in others.

The European Graduate Survey is the brainchild of Universum, a small Swedish publishing company. Altogether, final year graduate and undergraduate students at 36

business schools and technical institutions in 13 western European countries were asked for their views. The results were unweighted.

Some of the findings were predictable but they may nevertheless interest the growing number of companies looking beyond their national borders for internationally minded managers. The majority of the most favoured employers were in computers, telecommunications, management consulting, automobiles and consumer goods. Heavy engineering, pharmaceutical and insurance businesses were not represented in the top slots.

The survey identifies four distinct graduate "profiles". These are the high-achiever (profit oriented, particularly interested in working for a multinational) and likely to have a career plan, the traditionalist (for whom interesting tasks and working with inspiring people are significant, and who prefers not to leave his or her home

country for extended periods), the entrepreneur (who sees a career as a means to build a sound financial base), and the "post-materialist". Post-materialists focus on personal development and growth, spending time with friends, and developing their creative talents. They like working in a multinational, being open to foreign cultures and business practices.

Among issues seen as important by today's business graduates, the survey lists a corporate environment perceived as "truly multi-cultural" - and not overly dominated by one nationality; a progressive and dynamic style where managers are specific in goal setting and delegation, and are receptive to subordinates; and the possibility to make a positive contribution to society. Competitive salary and the chance to reach managerial levels were not highly rated features of an "attractive" employer.

More information from Universum: Tel Sweden 46 8 6794801

BUSINESSES FOR SALE

Promoters of incentive schemes for food retailers

The Joint Administrative Receivers offer for sale the business and assets of Wallace International Group Limited.

- Operator of incentive programmes and promotions for major food retailers.
- Excellent worldwide customer base served through European subsidiaries and branches in Hong Kong, Australia and South Africa.
- Inventories include ceramics, glassware, kitchenware and plush toys.
- Unaudited turnover for year to January 1995 of £29 million.
- Based in Rickmansworth, Hertfordshire.

For further information please contact Jason Ellis, Ernst & Young, Becket House, 1 Lambeth Palace Road, London SE1 7EL. Tel: 0171 931 4061, Facsimile: 0171 928 0425.

ERNST & YOUNG

Member of the Institute of Chartered Accountants in England and Wales to carry on investment business.

STRAND MARKETING LIMITED
STRAND MANUFACTURING LIMITED

The Joint Administrative Receivers offer for sale the business and assets as a going concern of this major manufacturer and distributor of conservatories and greenhouses.

- Specialists in production for the DIY enthusiast.
- Expertise in design and assembly.
- Turnover 1994: £13.9 million and current order book in excess of £1.5 million.
- Prestigious customer base with European Export Market.
- Leasehold factory premises at Stockton-on-Tees, and leasehold office accommodation at Barton under Needwood.

For further information please contact the Joint Administrative Receivers: Andrew Menzies or Neil Tombs, Centre City Tower, 7 Hill Street, Birmingham B5 4UJ. Telephone: 0121-697 6000 Fax: 0121-697 61112

ROBSON RHODES **RSM**

Chartered Accountants. Robson Rhodes is authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business.

ZCL Plc and subsidiaries
(In Administrative Receivership)

For sale, the business and assets of the following companies involved in the retail and distribution of PC's and Games Consoles.

- ZCL Plc, a distribution business located in a 20,000sq ft warehouse in Lichfield, trading as Taurus Distribution, T/O £10m.
- Calculus Stores Limited, a chain of 18 town-centre retail stores located across the country trading as Calculus, T/O £9m.
- Right Venture Limited, a mail-order business trading from Lichfield, T/O £4m.

For further information, please contact I.Best or D.Dyball at Arthur Andersen, 1 Victoria Square, Birmingham B1 1BD. Tel: 0121 233 2101. Fax: 0121 643 7647.

ARTHUR ANDERSEN

ARTHUR ANDERSEN & CO. SC

Arthur Andersen is authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business.

PUBLIC NOTICES

SCOTTISH EQUITABLE POLICYHOLDERS TRUST LIMITED

NOTICE IS HEREBY GIVEN that the second ANNUAL GENERAL MEETING of Qualifying Policyholders of Scottish Equitable Life Assurance Society Limited will be held at 28 St Andrew Square, Edinburgh on Monday 19 June 1995 at 9.30 am for the following purposes:

- To consider the Report on the activities of the Company for the year ended 31 December 1994.
- To approve the aggregate ordinary remuneration to be made available to the Directors of the Company.
- To appoint Directors of the Company retiring by rotation at the Meeting, namely:
 - Mr J. Coltherton WS
 - Mr Peter Stoddart WS
 - Mr Hamish M. Inglis CA

Any Qualifying Policyholder who is entitled to attend and vote is entitled to appoint another person (who need not be a Qualifying Policyholder) as his proxy to attend and vote instead of him. A proxy is entitled to vote but is not entitled to speak except to demand or to demand a poll. Proxy forms, which can be obtained from the Company Secretary (at the following address), must be deposited at 28 St Andrew Square, Edinburgh before 9.30 am on 17 June 1995.

Every Qualifying Policyholder whose policy, as at the commencement of the Meeting, is in force, and has been in force for at least one year is entitled to attend and vote at the Meeting.

"Qualifying Policyholders" for the purposes of this Notice has the meaning set out in the trust deed created by the Company on 31 December 1993 and extended by: (a) any person who was a member of Scottish Equitable Life Assurance Society and whose policy has been transferred to Scottish Equitable plc; (b) any person who has a with profits policy with Scottish Equitable plc where the policy has been linked to the With Profits Fund for a continuous period of at least one year as at the commencement of the Meeting.

Any queries in respect of the qualification of policyholders to attend and vote at the Meeting should be addressed to the Company Secretary (at the address specified below).

By Order of the Board
P H Grace
Managing Director

28 St Andrew Square, Edinburgh EH1 1NF

PERSONAL

"CHRIST DEED to save you from your sins. For a free booklet, please write to: Box 88888, Financial Times, One Southwark Bridge, London SE1 8HQ.

All advertisement bookings are accepted subject to our current Terms and Conditions, copies of which are available by writing to: The Advertisement Sales Department, Financial Times, One Southwark Bridge, London SE1 8HQ. Tel: 0171 773 3223 Fax: 0171 773 4078

LEGAL NOTICES

IN THE MATTER OF LANCASHIRE ASSURANCE LIMITED

IN THE MATTER OF THE INSOLVENCY ACT AND RULES 1986 in accordance with Rule 4.106, we, John William Powell and Michael Timothy Borell of Levy Ger, 4th Floor, Southfield House, 11 Liverpool Gardens, Worthing, West Sussex, BN11 1RX, give notice that on 26th May 1995 we were appointed Joint Liquidators by resolution of members. Notice is hereby given that the assets of the above named company intended to make a first and final distribution to creditors. Creditors are required, on or before 26th June 1995, before the last date for proving, to send in their full and complete statements of claims to the Joint Liquidators (if any), to the undersigned John William Powell and Michael Timothy Borell of Levy Ger, 4th Floor, Southfield House, 11 Liverpool Gardens, Worthing, West Sussex, BN11 1RX. The Joint Liquidators of the said company, and, if so required by notice in writing from the said Joint Liquidators, any personally or by their solicitors, to come in and prove their claims and claims at such time and place as shall be specified in such notice, or in default thereof they will be excluded from the benefit of any distribution. A first and final dividend is intended to be declared and paid on 12th July 1995. Dated 26th May 1995 J W Powell M T Borell

IN THE MATTER OF HIGH WYCOMBE BEERIES LIMITED

IN THE MATTER OF THE INSOLVENCY ACT AND RULES 1986 in accordance with Rule 4.106, we, John William Powell and Michael Timothy Borell of Levy Ger, 4th Floor, Southfield House, 11 Liverpool Gardens, Worthing, West Sussex, BN11 1RX, give notice that on 26th May 1995 we were appointed Joint Liquidators by resolution of members. Notice is hereby given that the assets of the above named company intended to make a first and final distribution to creditors. Creditors are required, on or before 26th June 1995, before the last date for proving, to send in their full and complete statements of claims to the Joint Liquidators (if any), to the undersigned John William Powell and Michael Timothy Borell of Levy Ger, 4th Floor, Southfield House, 11 Liverpool Gardens, Worthing, West Sussex, BN11 1RX. The Joint Liquidators of the said company, and, if so required by notice in writing from the said Joint Liquidators, any personally or by their solicitors, to come in and prove their claims and claims at such time and place as shall be specified in such notice, or in default thereof they will be excluded from the benefit of any distribution. A first and final dividend is intended to be declared and paid on 12th July 1995. Dated 26th May 1995 J W Powell M T Borell

ADVERTISEMENT TO CREDITORS

TO SUBMIT CLAIMS IN THE MATTER OF THE INSOLVENCY ACT 1986 KONGKA CAPITAL (UK) LIMITED (In Liquidation) NOTICE IS HEREBY GIVEN that the creditors of the above named company are required to send in their full and complete statements of claims to the undersigned John William Powell and Michael Timothy Borell of Levy Ger, 4th Floor, Southfield House, 11 Liverpool Gardens, Worthing, West Sussex, BN11 1RX. The Joint Liquidators of the said company, and, if so required by notice in writing from the said Joint Liquidators, any personally or by their solicitors, to come in and prove their claims and claims at such time and place as shall be specified in such notice, or in default thereof they will be excluded from the benefit of any distribution. A first and final dividend is intended to be declared and paid on 12th July 1995. Dated 26th May 1995 J W Powell M T Borell

Notice of appointment of Joint Liquidators

Joint Liquidators of the said company, and, if so required by notice in writing from the said Joint Liquidators, any personally or by their solicitors, to come in and prove their claims and claims at such time and place as shall be specified in such notice, or in default thereof they will be excluded from the benefit of any distribution. A first and final dividend is intended to be declared and paid on 12th July 1995. Dated 26th May 1995 J W Powell M T Borell

Harwil Trading Limited

trading as "Winners" (In Administrative Receivership)

The Joint Administrative Receivers offer for sale as a going concern the business and assets of Harwil Trading Limited, trading as "Winners" discount retailers.

- Principal features include:
- Modern freehold head office and warehouse facilities on 1.73 acres in Gateshead.
 - 25 retail units across Tyne/Tees and Cumbria.
 - Stocks of circa £2.2 million of mainly branded goods.
 - Turnover: - Retail approximately £8 million per annum - Wholesale approximately £5 million per annum
 - Transport fleet for distribution.

For further information contact the Joint Administrative Receiver, Julian Whale, KPMG, Maybrook House, 27 Griant Street, Newcastle upon Tyne, NE1 5JT. Tel 0191 232 8615. Fax: 0191 230 4647.

KPMG Corporate Recovery

FOR SALE

West Country business established for over 100 years supplying high-class goods to household name customers. Owner would stay for at least 6 months for continuity. Existing loyal staff and premises (to rent or buy) in pleasant location. 1994 turnover of £607,700. Profit before tax £130,000. Continually profitable for many years (over £100,000 per annum average 1989 to 1993). Write to: Box 88888, Financial Times, One Southwark Bridge, London SE1 8HQ.

Appear in the Financial Times on Tuesdays, Fridays and Saturdays. For further information or to advertise in this section please contact Karl Layman on +44 0171 873 4750 or Lesley Sumner +44 0171 873 3308

Humberts Leisure

Profitable 18 hole golf course

- Retirement sale
- East Midlands
- 830+ members

Joint agents
Mather Jamie Humberts Leisure
Tel: 01509 233433 Tel: 0171 629 6700
Fax: 01509 248900 Fax: 0171 409 0475
Ref: AMW Ref: BPJA

HOTELS • GOLF • LEISURE

FOR SALE

INJECTION MOULDING BUSINESS FOR RANGE OF PRE - SCHOOL TOYS

Sales of £800K in 1994

Tooling, Brand name, Stock and Order Book Available
Excellent Customer List
Principally Major UK Names

Box No. B977, Financial Times, One Southwark Bridge, London SE1 9HL

0171 201 520

Sponsorship/Antony Thorncroft

London festival flush with aid

Arts festivals are the wonder of our age. It sometimes seems that there is scarcely a city, or a village, in the land, no in the world, that does not set out its cultural stall for a time each year.

But funding arts festivals is an increasingly perilous business. In the first flush of enthusiasm, sponsors rally round, for a year or two they keep the faith, then they fall away and the festival organisers must spend more time trying to raise money than preparing a programme.

In the last two years, with corporate sponsors wanting a tangible return from their support and reluctant to commit in the long term, festivals have found it harder to maintain revenue. The Arts Council is not supportive, particularly of new festivals, and local authorities can offer little more than moral aid.

This year those regular stand-bys, charitable trusts and foundations, have been less generous: lower interest rates have reduced their income and they are holding on to their resources in readiness to fund National Lottery projects. Fortunately festivals can adapt: they rarely own premises, or employ large staffs, and they can trim their plans to fit the income.

While many festivals struggle, some thrive. The first Islington International Festival opened yesterday. It was started by Sonia Serafin, who has raised an extraordinary £500,000 to fund the five-day

event, which takes an idiosyncratic view of the arts.

Ms Serafin finds her inspiration in the opening ceremonies of recent Olympic Games and 70 per cent of the money raised has paid for visits by continental performance arts troupes that gave the Barcelona Games such a riotous send-off. So circus performers, and creators of surrealist sculptures, and pyrotechnic groups are prominent. On top of Islington Town Hall Dutch artist Erik Hobbinj creates fire sculptures, and atop Upper Street's commercial premises Airvag is installing inflatable stars, comets and moons.

About 100 companies have sponsored the fun and the key was getting core funders with seed corn cash. Islington council gave £150,000 to cover two years and the Business Design Centre offered a crucial £50,000. This was enough to get the revenue drive off the ground and local shops, businesses and the nearby City rallied round.

A leading supporter has been Arsenal Football Club, which contributed £12,500. As a first-time arts sponsor this attracted matching funding under the government's Pairing Scheme. In fact the festival has been so successful in raising

contributions from first-time sponsors that it quickly reached the maximum £50,000 available in subsidy for a single event under the scheme.

Arsenal was fazed when the festival chose the cockerel as its mascot – the symbol of its arch rivals, Tottenham Hotspur. The festival discreetly switched to an African golden crested crane for its emblem. But the Arsenal connection has impressed local traders, many of whom have given between £100 and £5,000. Typical has been the NatWest Property Group, which contributed the £2,000 raised from a "wear what you like at work

day": its staff turned up in jeans and T-shirts but paid for their fun, while managers paid for wearing suits.

An Islington festival gains from having rich and trendy locals with contacts in the City. Around a quarter of the City firms Ms Serafin propositioned made a contribution, including Schroder, Morgan Grenfell, Slaughter and May, and Gartmore. Even the City Corporation, now a keen arts supporter, gave a neighbourly sum.

So this weekend Islington is swathed in tents, in street theatre, in urban fairground, in continental mayhem. If any

part of the country is ready for Europe it is this part of North London. The main arts venues in the area, Sadler's Wells, the Almeida, the Crafts Council, have stayed aloof – at least for this first year. Their support will be needed in 1996 when, like most festivals, Ms Serafin struggles to maintain momentum.

She can take inspiration from the largest arts festival in the UK, if not the world, Edinburgh, which this year will get just over £1m, or 20 per cent of its income, from sponsorship. There is an extra 20 per cent coming from the corporate sector, with impor-

tant new sponsors NEC, Den Danske Bank and Air UK helping to make up the fall-off from trusts and foundations.

More typical of festivals is Spitalfields, which begins next week. Its biggest source of unearned income, trusts and foundations, is down sharply this year, from £95,000 to £65,000 (although the Baring Foundation delivered its promise). But director Judith Serota has raised £14,000 more overall – from corporate donations, from the Arts Council, even from the local authority, Tower Hamlets, and from commercial sponsors, up from £16,500 to £21,000.

Two new first-time supporters, St George's, which is rebuilding the recently fire-damaged Spitalfields market, and Gibbs, Hartley & Cooper both attracted top-ups from the Pairing Scheme. The latter, surprisingly, is a Lloyd's broker.

Opera/Richard Fairman

'Cunning Little Vixen' jumps across Channel

The introductory page to the programmes at the Théâtre du Châtelet has taken on an extra significance in the last few weeks. Writing a year ago in his capacity as mayor of Paris, Jacques Chirac affirmed his support for the opera houses which the city pays for out of its own funds and wished it a successful season.

Since then the French electorate has stepped in to call the tune. With Chirac elevated to the presidency, the old rivalry between the Châtelet and the state-run Bastille – François Mitterrand's opera house of the people and formerly a bastion of socialist idealism – looks less clear-cut. In future, the two establishments will be fighting more to score artistic points than political ones – a battlefield where the Châtelet at present has a strong advantage.

As Chirac promised, the theatre's 1994-95 season has been an adventurous one: a new *King Lear*, the ambitious production of Purcell's *King Arthur* which came to London, Britten's *Peter Grimes* and the last event – Janáček's *The Cunning Little Vixen*, which is more of an adventure in France than it would be in Britain.

The operas of Janáček are still comparative rarities in France. In an interview, Charles Mackerras suggested that there has been no musician who has championed Janáček's music there as he has in Britain, which may be true.

Certainly, the Châtelet did well to invite him to conduct this production. There is nobody with more experience than Mackerras in this music and he had given the *Orchestra de Paris* a thorough grounding in the best Janáček style – lucid and transparent, every detail tingling with joyous energy.

It would seem that Mackerras was the presiding genius of the enterprise. It was he who insisted that the opera should be sung in the original Czech, believing that translations of Janáček into French do not work, and one imagines that he also had an input in choosing the producer, reviving a partnership with Nicho-

las Hytner that worked so well for Handel's *Xerxes* at English National Opera.

Although Bob Crowley's designs flooded the stage with brilliant green, Hytner avoided turning the argument of *The Cunning Little Vixen* into a comparably green tract. Humans and animals alike were shown to have their cruel side, while at the end the gamekeeper stood among the forest creatures as an equal.

If only the animals and birds had been less professionally cute, instead of dancers in fancy dress, heavily choreographed, like the chorus line of a West End musical.

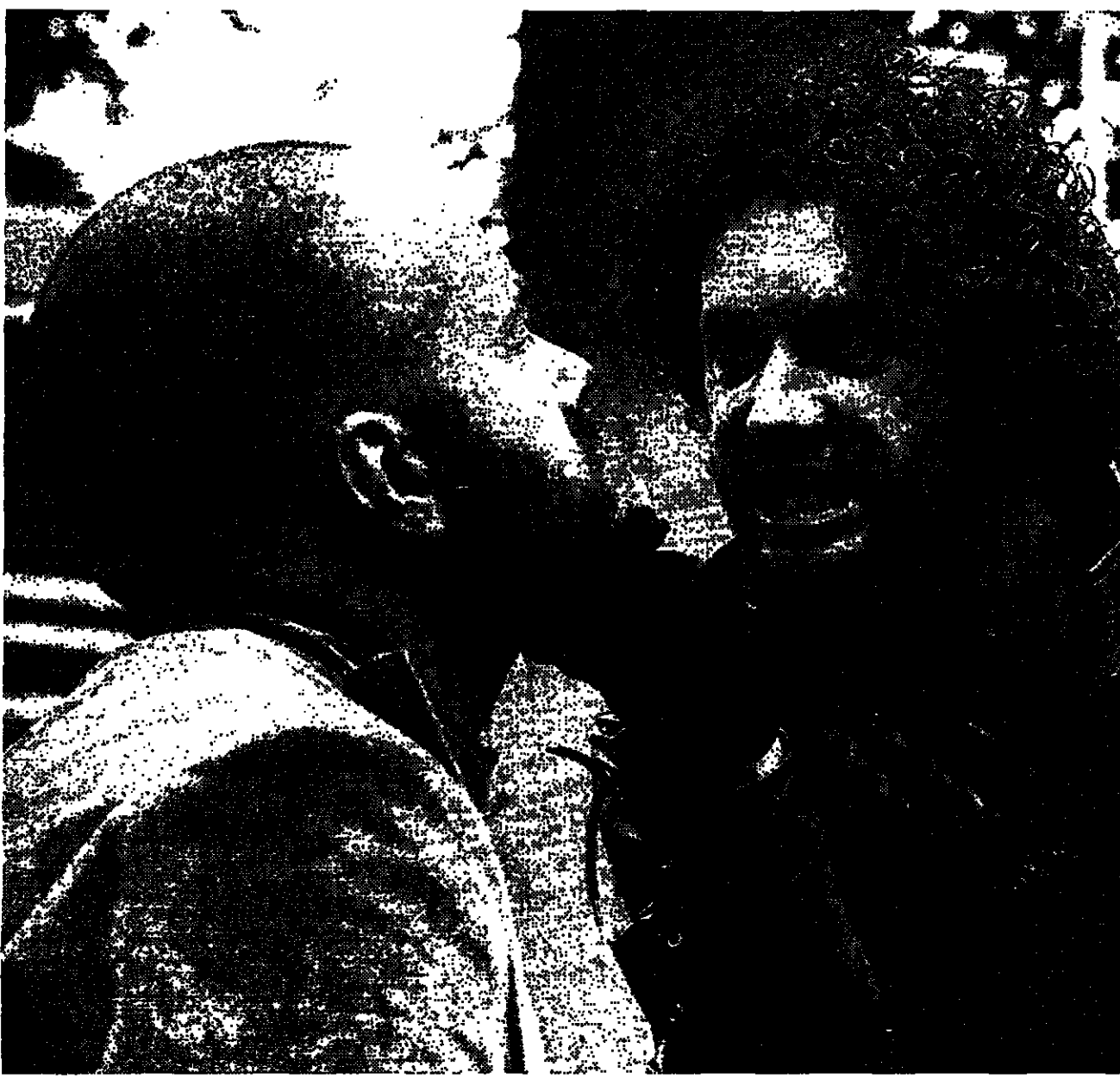
The Czech soprano Eva Jenišová sang a bright, confident Vixen, playing her more as a woman in fox-fur than a creature of nature. Hana Munttilo was her beau, the Fox, uncomfortable with some of the higher music, as mezzos often are in this role.

Hytner had their courtship take place on a double-bed made from fences and a quilt of leaves. Later, as parents of a stable litter, they had become the perfect middle-aged couple: she wore an ankle-length dress, he had braces and a cardigan.

By contrast with the bright colours of the forest, human life seemed a drab existence. *The Schoolmaster* and the Priest, sung by Josef Hajna and Richard Novak, boozed their evenings away in an inn shaped like a giant cognac bottle. When the schoolmaster gets tipsy and falls over, the set turned upside down and cartoon-style stars twinkled in his eyes – a delightful touch. Thomas Allen made the gamekeeper worldly and sympathetic, lifting the opera on to a higher plane in the final scene, as every singer of the role should.

If the Châtelet is to pursue a full Janáček cycle, this made a good start. Next season Simon Rattle and the City of Birmingham Symphony Orchestra keep up the British connection when they visit for a new production of *Jenůfka*.

Of all the products to travel through the Channel tunnel, a trade in Czech operas must be among the most unlikely.



Simon Treves, left, and Jasper Britton: solid and strong in 'Richard III' at the Open Air Theatre

Theatre

'Richard III' at speed

For the Open Air Theatre in Regent's Park, the actor Brian Cox has staged Shakespeare's *Richard III*. Not their usual kind of show, but surprisingly effective; and much the same could be said of their Richard, Jasper Britton, who played the weedy Dauphin in Shaw's *Saint Joan* last year as if to the shrinking manner born.

Cox himself is not to be seen, but his style as an actor – energetic, truculent, no-nonsense – is vigorously stamped upon the whole production.

It goes at a terrific pace; the text is shortened, of course, but an astonishing amount of it is retained, and projected with sterling clarity. Almost every scene comes snapping at the heels of the previous one, with scarcely time to draw breath. The actors pelt up and down the gangways as if in constant panic.

Richard III is not much of an outdoors play, so there is more stage than is usual in this venue. Tanya McCallin's set is mostly scaffolding, with a long forward platform through which Richard erupts at the start, magnet-naked but for some ugly handbags.

He dons his custom-built, misshapen jacket and treads while snarling his way through "Now is the winter of our discontent..." What was mere greentick boyishness in Britton's Dauphin becomes vicious

malcontent here, trembling at the end into fearful collapse.

Black comedy is inevitable, since with the cut text the endless series of murders proceeds at near-farical speed.

Yet the key scenes strike home with force: if the seduction of Lady Anne (Natascha McElhone, fair and faint) is even less plausible than usual, everything that is frankly nasty gets a sharp cutting edge.

There is a splendid Queen Margaret from Anne White, hurling her curses like grenades, and the set-piece for the three bereft women (including Veronica Clifford's formidable Duchess and Harriet Thorpe's grim Elizabeth) is hair-raising.

Among an excellent cast, many of them in double or triple roles, Brian Protheroe's wary Hastings stands out. So do Simon Treves' solid Buckingham; Peter de Jersey's Rivers and Richmond; and Christopher Hollis's Tyrrel and Blunt.

But it is Richard who must carry the evening (there will be matinees, but Jason Taylor's lighting is predicated on nocturnal darkness) and Britton's stamina is no less impressive than his glinting intelligence, wit and crooked mobility. His performance will stick uncomfortably in one's mind for a long time.

David Murray

Theatre/Ian Shuttleworth

Icon of the sixties masters the old times

The experience of seeing Julie Christie on stage does not attain the near-religious dimensions alluded to by some other critical quarters for those of us who grew up during her campaigning years rather than her golden screen era.

If we needed reminding, however, Theatre Cylwyd has thoughtfully programmed a cinema season of Christie's greatest achievements in parallel with her impressive performance in Linda Davies' production of Harold Pinter's 1971 play *Old Times*.

Julian McGowan's set – an enormous would-be granite back wall behind a large, unfussy lounge area –

suggests in the Emlyn Williams Theatre's large studio space, the domestic expanse of Charles Foster Kane's *Xanadu* shrunk to the dimensions of the prosperous chattering classes.

And, as in the *Xanadu* scenes of Orson Welles' film, Pinter's three characters spend their time failing ever to communicate meaningfully.

Leigh Lawson, as Deeley (oddly reminiscent here, of Richard Johnson), and Carol Drinkwater, as Anna, impart an appropriate air of slightly stilted artificiality to the delivery of their lines, as if the characters, too, are performing rather than interacting.

Their individual threads of recollection, and that of Kate (Christie), gradually twine together but grow no closer to constituting a common past. Anna may or may not be a past lover of Kate's, or the personification of an aspect of her personality, or a fragment of the dead past, or all three: her status, like the old times themselves, is essentially elusive.

Kate's otherworldliness is paradoxically rendered by Christie in a more naturalistic performance than those of her fellows: when she breaks out of her frequent silences she is recognisably a person rather than a persona.

What seems at first like a flaw in

Christie's performance – an inability to subordinate herself to the demands of Pinterishness – slowly acquires strength until, in her closing remembrance, it meshes with Kate's nature as the only one of the three who genuinely inhabits both the past and the present, as Deeley and Kate lapse into fearful silence.

The passage of time since the play's composition has also fortified its resonance.

When it was written, its characters were recalling the joys of early 1950s London immediately post-austerity; however, it is impossible to read this production except as centring on the recollection by three fortysomethings of the glorious 1960s in what is

now a (for them) more comfortable but hollow world.

In this respect, of course, Christie's presence as a late-60s icon does no harm to the atmosphere of mis-remembrance of things past.

Old Times constitutes an object example of outgoing artistic director Helena Kaut-Howson's policy of marrying audience appeal to programming which gently pushes the envelope of mainstream theatre-going. On its own terms, it achieves a power undeniable even by those for whom Pinter may not be their particular tea party.

At Theatr Cylwyd, Mold, until June 10 (01352-735114).

INTERNATIONAL ARTS GUIDE

AMSTERDAM

CONCERTS
Het Concertgebouw Tel: (020) 671 8345
● Royal Concertgebouw Orchestra: with the Netherlands Radio Choir. Mariss Jansons conducts. Schoenberg and Shostakovich; 8.15pm; Jun 9
GALLERIES
Museum Kerk Tel: (020) 676 6098
● World Press Photo Exhibition: exhibition of 200 photographs chosen from approximately 30,000; to Jun 5
OPERA/BALLET
Het Muziektheater Tel: (020) 651 8922
● Die Meistersinger von Nürnberg: by Wagner. Hartmut Haenchen conducts the Netherlands Philharmonic Orchestra and soloists Jan Hendrik Roelofs and Siegfried Vogel; 5.30pm; Jun 4 (1.30pm); 7 Royal Theatre Carré Tel: (020) 320 2500
● Esmée: by Loewend. World premiere based on a true story during the German occupation. Friedemann Layer conducts the

Netherlands Radio Philharmonic and soloists Jeanne Pliand and Marie Angot; 8.15pm; Jun 2, 4, 6, 8

BERLIN

CONCERTS
Konzerthaus Tel: (030) 309 21 02/21 03
● Berlin Symphony Orchestra: with trumpet player Reinhold Friedrich. Michael Schonwandt conducts. Copland, Zimmermann and Haydn; 8pm; Jun 4
● Moscow Chamber Orchestra: with violinist Boris Pergamenschikov. Constantine Orbelian conducts. Mozart and Tchaikovsky; 8pm; Jun 7
● Orchestra of the Deutsche Oper Berlin: with pianist Bruno Leonardo Gelber. Jiri Belohlavek conducts. Shostakovich's "Symphony No. 1" and Brahms' "Concert for Piano and Orchestra No. 2"; 8pm; Jun 8
● Radio Symphony Orchestra Berlin: with violinist Kolja Blacher. Mosche Atzmon conducts. Stravinsky and Tchaikovsky; 8pm; Jun 2
● The English Concert Orchestra: Trevor Pinnock conducts Purcell in a concert that commemorates the 300th anniversary of the composer's death; 8pm; Jun 5

FRANKFURT

OPERA/BALLET
Frankfurt Oper Tel: (069) 80 65 20 52
● Pina Bausch: choreographs "Cafe Müller" and "La Sacre du Printemps" to the music of Purcell and Stravinsky; 8pm; Jun 4, 5
Oper Frankfurt Tel: (069) 23 60 61
● Lady Macbeth of Mtsensk by

Shostakovich. Conducted by Guido Johannes Fumstätt and produced by Werner Schuster. Soloists include Valeri Alexeev, Ryszard Karczykowski and Christine Ciesinski; 7.30pm; Jun 5

LONDON

CONCERTS
Barbican Tel: (0171) 638 8891
● Grand Classical Gala: David Coleman conducts the National Symphony Orchestra and tenor Anthony Meas to play a selection of classical favourites; 7.30pm; Jun 4
● Sonny Rollins: jazz tenor saxophonist and one of the last survivors from a generation that included Miles Davis and John Coltrane; 7.30pm; Jun 3
Royal Festival Hall Tel: (0171) 928 8800
● Philharmonia Orchestra: with soprano Alison Hagley, mezzo-soprano Catherine Robbin and tenor John Mark Ainsley. John Eliot Gardiner conducts Elgar's "Enigma Variations" and Britten's "Spring Symphony"; 7.30pm; Jun 4
● Philharmonia Orchestra: with violinist Maxim Vengerov, John Eliot Gardiner conducts Elgar, Bruch and Mendelssohn; 7.30pm; Jun 8
● Royal Philharmonic Orchestra: with mezzo-soprano Olga Borodina, baritone Sergei Alexashkin and the Brighton Festival Chorus. Valery Gergiev conducts Berlioz's "Romeo and Juliet"; 7.30pm; Jun 3
● Vienna Philharmonic Orchestra: Seiji Ozawa conducts Berlioz, Mozart and Prokofiev; 7.30pm; Jun 2
OPERA/BALLET
Royal Opera House Tel: (0171) 304 4000
● Billy Budd: by Britten. A new production conducted by Robert Spano and directed by Francesca Zambello. Soloists include Graham Clark, Francis Egerton, John Dwyers and Rodney Gilfy/Peter Coleman-Wright; 7.30pm; Jun 5, 9
● La Bohème: by Puccini. Conducted by Jan Latham-Koenig and directed by John Copley. Soloists include Cynthia Haymon, Nancy Gustafson and Roberta Alagna/Tito Beltran; 7.30pm; Jun 2, 3, 8
LOS ANGELES
GALLERIES
County Museum Tel: (213) 857 6000
● Kandinsky: Compositions: six of the seven surviving "Composition" paintings are presented along with 25 preliminary studies which trace the artist's evolution from figurative to abstract painting; from Jun 4 to Sep 3
NEW YORK
OPERA/BALLET
New York State Theater Tel: (212) 870 5570
● West Side Story Suite: New York City Ballet premiere. Conceived and choreographed by Jerome Robbins and featuring the music of Leonard Bernstein with lyrics by Stephen Sondheim; 8pm; Jun 2, 4 (7pm)
THEATRE
Belasco Tel: (212) 239 6200
● Hamlet by Shakespeare. Starring Ralph Fiennes in a limited run; 8pm; to Jul 22 (not Mon)
Ethel Barrymore Tel: (212) 239 6200
● Indiscretions: based on Jean Cocteau's "Les Parents Terribles" in

a new translation by Jeremy Sams and starring Kathleen Turner, Eileen Atkins and Roger Rees; 8pm (not Mon)

a new translation by Jeremy Sams and starring Kathleen Turner, Eileen Atkins and Roger Rees; 8pm (not Mon)

PARIS

CONCERTS
Châtelet Tel: (1) 40 28 28 40
● New York Philharmonic: Kurt Masur conducts Strauss' "Metamorphosis" and Beethoven's "Symphony No. 3"; 8pm; Jun 7
● New York Philharmonic: Kurt Masur conducts Shostakovich and Beethoven; 8pm; Jun 9
GALLERIES
American Center Tel: (1) 44 73 77 77
● Micromegas: works by European and American artists reflecting on scale and size; to Jun 4
OPERA/BALLET
Champs Elysées Tel: (1) 49 52 50 50
● Ezio: by Handel. Conducted by Robert King, directed by Stephen Medcalf and with the King's Consort. Soloists include James Bowman, Susan Grifton and Dominique Visse; 7.30pm; Jun 6, 7, 9
Opéra National de Paris, Bastille Tel: (1) 47 42 57 50
● Les Capulet et les Montague: by Bellini. Conducted by Bruno Campanella and produced by Robert Carsen; 7.30pm; Jun 3, 5, 9

VIENNA

CONCERTS
Wiener Konzerthaus Tel: (1) 712 1211
● Symphonie Ensemble: Franz Weiser-Möst conducts Liszt's "Les Préludes" and Shostakovich's

"Symphony No. 7"; 7.30pm; Jun 7
● Viennese Symphony Orchestra: with pianist Radu Lupu. Kurt Sanderling conducts Beethoven and Shostakovich; 7.30pm; Jun 3
● Viennese Symphony Orchestra: with soprano Christiane Oelze. Michael Gielen conducts Mahler and Webern; 7.30pm; Jun 8

THEATRE

Museumquartier Tel: (1) 599 2239
● Hiroshima: the Seven Streams of the River Ota. Produced by Robert Lepage in English as part of the festival in Vienna; 7pm; Jun 2, 3

WASHINGTON

CONCERTS
Kennedy Center Tel: (202) 467 4800
● National Symphony Orchestra: with pianist André Watts and soprano Bridgett Hooks. James Conlon conducts Poulenc and Brahms; 8.30pm; Jun 2, 3
GALLERIES
National Gallery Tel: (202) 737 4215
● James McNeill Whistler: retrospective of the expatriate American artist with more than 200 works; to Jul 20
THEATRE
Arena Stage Kreger Theater Tel: (202) 554 9066
● A Month in the Country: written by Brian Friel after Ivan Turgenev. Kyle Donnelly conducts a romantic comedy; 7.30pm; to Jun 4
Folger Theater Tel: (202) 544 7077
● The Merchant of Venice: by Shakespeare. Commemorating the 400th anniversary of the play, this production is directed by Joe Banno; from Jun 2 to Jun 25

WORLD SERVICE

BBC for Europe can be received in western Europe on Medium Wave 648 kHz (463m)

EUROPEAN CABLE AND SATELLITE BUSINESS TV

(Central European Time)
MONDAY TO FRIDAY
NBC/Super Channel:

07.00
FT Business Morning

10.00
European Money Wheel
Nonstop live coverage until 14.00 of European business and the financial markets

17.30
Financial Times Business Tonight

Midnight
Financial Times Business Tonight

THE FT INTERVIEW: Lord Owen

An exit with one regret

David Owen is bowing out as co-chairman of the international conference on former Yugoslavia without apologies, and without a harsh word for his employer, the European Union. He does have a regret, which is the failure of his first peace plan for Bosnia, the one he co-authored with Cyrus Vance, and quite a few complaints - mainly about the lack of US commitment, which he believes was fatal to that and subsequent plans. He remains convinced that the Bosnian conflict can be solved only through negotiation between the parties, and that the UN, even after last week's events, can and must recover its role as an impartial humanitarian force.

His departure may have surprised some who did not realise he was still in the job. In contrast with the ill-fated Vance-Owen plan in 1993, Lord Owen and Mr Thorvald Stoltenberg, Mr Vance's successor as UN mediator, have been much less visible in the last year or so. Their role in Bosnia has been largely taken over by the Contact Group, in which the three largest EU members work together with the US and Russia.

Lord Owen himself claims credit for this development. Experience convinced him, he says, that it was essential to have both the US and Russia fully committed to the diplomatic process if it was to be taken seriously. Even the name "contact group" was drawn from his experience as British foreign secretary in the late 1970s, when he and Mr Vance (then US secretary of state) worked with Canada, France and Germany as a contact group on Nicaragua.

While remaining "tied into" the Bosnian peace process, Lord Owen says he and Mr Stoltenberg have worked more intensively on the peace process in Croatia. But, he complains, "the world's not interested in Croatia". They had made striking progress in getting Serbs and Croats to agree on a series of economic issues - "I became an expert in electricity generation and water engineering, and even created an international oil company" - but "all of that was blown up



David Owen: the ex-envoy has complaints but no apologies

by the fighting over western Slavonia in April. "It will be hard to get those negotiations back on track, but in many ways they're the most important. Unless you can get the Zagreb-Belgrade relationship working, you're in serious trouble."

Another contribution Lord Owen claims credit for is the establishment of a mission in Belgrade to monitor the implementation by the rump Yugoslavia of its embargo on supplies to the Bosnian Serbs. This too involved complex negotiations with the Croatian Serbs, through whose territory most of the supplies had been going. "The Croatian government had to be persuaded to allow the Croatian Serbs (whom it regards as rebels) to receive enough oil for their own use, as the price of getting Serbia to stop sending supplies through their territory to Bosnia. 'The complexity of these arrangements was not fully understood by all members of the UN Security Council, but it was very well understood by [Mr Slobodan] Milosevic [the Serbian president]."

That statement, with its jibe at the Security Council and its tribute to Mr Milosevic's sophistication, is vintage Owen. He takes pride in the fact that he and Mr Vance "kept open a dialogue" with Mr Milosevic even when they were working closely with his Serbian opponents, who at the time controlled the federal Yugoslav government. "People forget how low his fortunes were," he says. He gives credit to Mr Vance for first establishing the relationship with Mr Milosevic, when negotiating the ceasefire in Croatia at the end of 1991. He regards the recent establishment of a direct dialogue between Mr Milosevic and the US administration as "the most important shift in US policy", which has taken three years to achieve.

At the same time, he warns against relying on Mr Milosevic. "I don't believe the SDP failed," he says, since the Labour party has now accepted its ideas on "every single issue" which caused that split.

Similarly, he believes the eventual solution in Bosnia will be based on the peace plan he and Mr Stoltenberg negotiated with the parties in the late summer and autumn of 1993. This later became the EU plan and is now the basis of the Contact Group's proposals. Lord Owen admits that, after

the failure of the Vance-Owen plan in May 1993, his role in Bosnia was reduced to brokering a settlement based essentially on realism. "History has already shown," he says, "that that was the last opportunity to stitch the country together, reverse ethnic cleansing (even if it could have been done totally), and live up to the moral positions of the London conference". (It was at that conference, in August 1992, that his appointment was announced.) He still believes the Bosnian Serbs could have been persuaded into accepting the plan if the US had put its weight behind it. "But it needed 60,000 troops, and they were not prepared to do it."

By contrast he remains critical of the "safe areas" concept, adopted by the Security Council just after the plan had failed. This, he says, encouraged ethnic cleansing and also gave UN commanders an impossible mandate, both because they were not given enough troops to carry it out and because it was not specified that the areas should be demilitarised. The Bosnian army therefore continued to fire out of them, and "it was hard to expect the Serbs not to fire back".

Lord Owen hopes to make the remainder of his career in international business. So far he is a non-executive director of Coats Viscella, the UK textiles group. He has an office in Queen Anne's Gate, Westminster, where he answers the telephone himself. ("I'm a great believer in the cottage office.")

He does not believe he has failed in Yugoslavia, any more than he did in his previous incarnation as leader of Britain's Social Democratic Party, formed after the split in the Labour party in 1981. "I don't believe the SDP failed," he says, since the Labour party has now accepted its ideas on "every single issue" which caused that split.

Similarly, he believes the eventual solution in Bosnia will be based on the peace plan he and Mr Stoltenberg negotiated with the parties in the late summer and autumn of 1993. This later became the EU plan and is now the basis of the Contact Group's proposals.

Edward Mortimer

Outside Mexico City's baroque finchery, a vigil of the unemployed loses a little faith each day. Hundreds of workers stand with their tools at the ready and small cardboard notices advertising their services: plumber, carpenter, bricklayer. Some have not worked in months. Soup kitchens are mushrooming in poor neighbourhoods.

The estimated 800,000 jobs have been lost since the financial crisis plunged the economy into recession. Another 4m are working less than 15 hours a week - perhaps 10 per cent of the working population. "The real economy has plummeted with the gliding angle of a brick," a senior finance ministry official says. The shock of December's devaluation of the peso, coupled with soaring interest rates and a credit freeze, caused output to drop 9.1 per cent in the first three months of the year relative to the final quarter of last year.

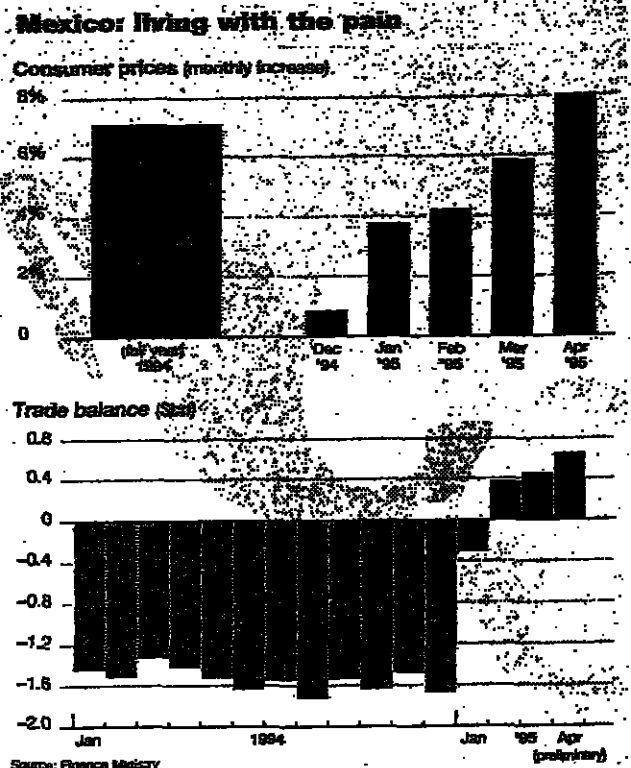
Mr Guillermo Ortiz, the finance minister, has warned that the recession will deepen in the second and third quarters, after which the economy should begin to show signs of recovery. However, most economists in Mexico and abroad believe Mr Ortiz is erring on the side of optimism. They believe this year's recession will be worse than the economic collapse which followed the 1982 debt crisis, when gross domestic product shrank 4.3 per cent in a year.

Then, as now, Mexico is being forced to adjust to the sudden reversal of foreign capital flows through a big contraction in demand. Imports showed their first sharp fall in April, down 15 per cent on the same month last year - with imports of consumer goods down by a third. Intermediate imports associated with export industries now account for three-quarters of the total, while purchases of capital goods remain depressed. Exports have responded remarkably well to the devaluation of the peso, turning a \$5.7bn trade deficit in the first four months of last year into a \$1.2bn surplus in the year to April. The motor industry is now exporting three cars for every one it sells at home as domestic sales have shrunk 60 per cent. Chemical, textile and steel exports grew 67 per cent in the first four months of this year.

The trade surplus has been an important factor behind the growing confidence expressed in the government's austerity

Recession still looms despite signs of confidence, says Leslie Crawford

Mexico's vigil of woe



programme. The change of mood in Mexico's financial markets is palpable. The peso has stabilised at about 6.15 to the dollar from its all-time low of 7.45 in early March, although it is still vulnerable to the wide fluctuations in Mexican interest rates. The benchmark interest rate on 28-day treasury bills, known as Cetes, has fallen from a peak of 82.65 per cent in the financial turmoil of early March to 51.89 per cent at this week's auction. When the rate dipped below 50 per cent last week, the peso weakened markedly against the dollar - a sign that investors are still demanding high returns to remain in pesos.

The business community appears to be adjusting to the novelty of a floating exchange rate. And the stock market has rallied by more than 50 per cent in dollar terms as investors seek to recoup earlier losses. Inflation is believed to have peaked at 8 per cent in April, while interest rates are declining.

Fears that Mexico might default on its short-term foreign debt have receded, although there will be little respite from the heavy repayment schedule until the end of August. The emergency funds provided by the US Treasury and International Monetary Fund have allowed Mexico to redeem almost \$17bn of dollar-linked treasury bills, known as tesobonos, as well as \$9.49bn on other external debt.

With another \$7.32bn in tesobonos falling due over the next three months, Mexico will have to draw down additional US and IMF funds. But officials at the finance ministry are encouraged by the fact that a growing proportion of maturing debt is being reinvested in Mexico - an indication that the tight monetary policy is having some success in stemming capital flight.

To the extent that dollars remain in the economy, more credit will be available and interest rates will begin to fall, says Mr Ariel Buira, a

deputy governor at the central bank. This is of critical importance for Mexico's troubled banks. The fourfold increase in domestic interest rates triggered an avalanche of loan defaults just as the financial crisis suddenly cut off their access to foreign credit.

The central bank has provided billions of dollars in emergency credit and long-term funds to enable banks to restructure bad debts. The extent of the damage, however, remains unknown. Economists fear the wholesale rescheduling of loans that have already fallen due and are not being repaid has merely postponed the inevitable day of reckoning for some of the weaker institutions. They warn there may be bank failures before the end of the year.

The banking law was amended earlier this year to allow majority foreign ownership of domestic banks in the hope that some foreign investors may be found to renege on Mexico's debilitated financial groups.

Earlier this week, Banco Bilbao Vizcaya of Spain became the first foreign bank to acquire a majority shareholding in a Mexican bank when it took control of Probrusa, a small bank burdened with a huge portfolio of bad debts. The government hoped the transaction by agreeing to take \$300m of bad loans off Probrusa's balance sheet.

President Ernesto Zedillo is keen to promote foreign direct investment in all sectors of the economy, which he regards as the only way of reducing Mexico's dependence on short-term finance. Mr Zedillo has said he intends to privatise "everything allowed by the constitution".

However, beyond immediate crisis management and hopes that exports and foreign direct investment will continue to grow, Mr Zedillo has given little indication of how he intends to steer the economy back to growth. There were few firm proposals in the National Development Plan announced this week to deal with Mexico's low domestic savings rate, contain the crippling cost of the state-run social security system, or create 1m new jobs each year for Mexico's young workforce.

It is problems such as these that Mr Zedillo must address if he is to convince those who stand in vigil outside the cathedral in Mexico City that the present crisis, although painful, will be transitory.

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

We are keen to encourage letters from readers around the world. Letters may be faxed to +44 171-873 3938 (please set fax to "line"). Translation may be available for letters written in the main international languages.

US/Japan trade dispute may lead to WTO 'bust-up'

From Sir Roy Denman.

Sir, The European Union's approach to the dispute between Japan and the US on cars seems strangely blinkered.

The European Commission is entirely correct in declaring that the US action, in threatening unilateral tariff increases if Japan does not comply with its requests, violates international trading rules. When Mr Ron Brown, US commerce secretary, says opinions on the legality of these measures are mixed he is conceding dangerous rubbish ("Japan ahead by a nose in hearts and minds battle", May 26). The World Trade Organisation, like the General Agreement on Tariffs and Trade before it, stands for the rule of law in international trade. After all, it was an American who once said cases were better settled in a judge's chambers rather than in the chambers of a statesman.

This having been said, the Americans still have a problem. It has nothing to do with a large Japanese trade surplus: no international trading rules limit these. The problem is that Japan has for long limited its imports of manufactures by a variety of devices, from technical standards to cartels and arrangements between companies. This is a problem for the world trading community. The Americans have chosen the wrong way of going about it, but if it is not tackled Congress will deal with it. This would be like turning a man-eating tiger

loose in a shopping mall.

Meanwhile, the Commission is standing on the sidelines, clucking its tongue at the Americans and endeavouring to attract admiring glances from the Japanese. This will get it nowhere. But there is a perfectly legal route which the Americans have initiated but have not yet concluded. An article of Gatt, now the WTO, has long provided that if any member considers that the benefits it has secured in trade negotiations are being "nullified or impaired" by another and it cannot get satisfaction, then it can ask the WTO for authority to raise tariffs against the party concerned.

Ironically, the Commission suggested joint action on these lines to Washington in 1982. The Americans said that they were not prepared to "gang up" against Japan. In vain the Europeans pointed out that they did not want to gang up against anyone, but simply wanted to ensure that all members of the world trading club fully paid their dues in terms of open markets for imports.

This is an area where the US and Europe, and other world trading nations, can co-operate to remove a real irritant to world trade. If the Americans are left to go it alone on a non-legal route then Congress will take over. And Congress could bust up the WTO. Roy Denman, 26 St Luke's Street, London SW3 3RP, UK

Cashflow measure an important aid to investment

From Mr Chris Faber.

Sir, The "Valuation yardsticks" Lex column (May 30) should be applauded for its recognition that simplistic, accounting-based measures such as price/earnings multiples and yield should be complemented by analysis which strips out accounting distortions. Its recognition of return on capital as an alternative measure is a step in the right direction, but equity market participants are still way ahead of you.

Leading investors in the equity market look beyond return on capital and pay for cashflow return on investment. To date, there are 28 institutional investors in the City who rely on this as a measure of corporate performance. This measure eliminates accounting distortions mentioned in your article such as leases and goodwill, inflation, depreciation and revaluations. Your readers may be interested in knowing that when adjusted for these distortions, the cashflow return on investment for "UK

plc" is between 6 per cent and 8 per cent as compared to the still-overstated 18 per cent to 24 per cent return on capital highlighted in your column.

On a company-specific basis, monitoring this measure leads to significant insights about whether management strategy is likely to enhance or destroy shareholder value. Lloyd's Chemist, for example, boasts a 32 per cent return on equity and a 28 per cent return on capital employed, which would lead one to believe aggressive growth should increase shareholder value because returns exceed the cost of capital. However, cashflow return on investment is only 3 per cent, which leads to the insight that aggressive growth is actually destroying shareholder value because returns are below the cost of capital.

Chris Faber, HOLT Value Associates, 300 South Riverside Plaza, Suite 1400N, Chicago, Illinois 60606, US

Some little piggies do fly

From Mr Roy Suckling.

Sir, The Observer column's normally humorous last item, on May 31 under the headline, "Fattened up", reads: "And so another month ends. All targets met. All systems working. All customers satisfied. All staff eager and enthusiastic. All pigs fed

and ready to fly."

In our case this is a normal and highly satisfactory monthly report. Roy Suckling, director, Suckling Airways, Cambridge Airport, Newmarket Road, Cambridge CB3 8RT, UK

Little of substance seems required of new CBI leader

From Mr Ralph Windle.

Sir, Like others, I occasionally scan the job advertisements (especially Top Jobs) with the same dispassionate interest as for the obituaries or court circular.

So, given the imminent and sadly premature departure of Howard Davies, who could fail to notice the prominent ads for a successor director-general of the Confederation of British Industry.

Interesting reading. Was it the CBI or possibly Norman

Broadbent International, which seemed to be downgrading this important role to something between a public relations officer free-to-travel and a spin doctor?

Beyond the obvious broomsticks about "leadership and stature" (mainly artefacts of image-makers these days) the only specific attributes demanded relate to "communication", "promotion", "skills as a speaker, broadcaster and writer" and so on. Certainly some decent aptitude for

expression might not come amiss. But what about the substance?

Totally absent was any mention of real industrial experience, technology, manufacturing, industrial relations, markets, investment - even a smattering of economics or sustained executive achievement. What about the skills to start converting the UK's too numerous employer federations into something like the real confederation of British industry we so badly lack? Get-

ting a better competitive product to "promote"?

Surely chatting up the press and ministers can't be everything can it? No wonder hearts are a-flutter among the "chatting classes": business journalists, PR agencies, broadcasters and career-anxious junior ministers. What about a woman to wake them up in the Athenaeum? Ralph Windle, Chestwell Cottage, Stanlake, Oxon OX8 7QN, UK



IN ADMINISTRATIVE COMPULSORY LIQUIDATION

INVITATION TO EXPRESS INTEREST IN THE ACQUISITION OF SHARES, ACTIVITIES AND ASSETS OF THE ALUMINIUM DIVISION, REGARDING THE PRIMARY, ROLLED, PACKAGING AND EXTRUSION SECTORS OF ALUMIX GROUP.

1. Whereas:

- Ellin in administrative compulsory liquidation holds:
 - 99.994% of Alumix S.p.A. (the remaining 0.006% owned by Alurol).
 - 100% of Comital S.p.A. in administrative compulsory liquidation which owns 99.938% of Nuova Comital S.p.A. (the remaining 0.062% owned by Alumix S.p.A.).
- Alumix S.p.A. holds:
 - 6% of Halcob Mining, which owns 51% of Compagnie de Bauxite de Guinée.
 - 52.1% of Eurallumina S.p.A.
 - 100% of Almas Italia S.p.A.
 - 100% of Sarda S.p.A.
 - 100% of Comital S.p.A. which owns 100% of Comital Aluminium GmbH.
 - 100% of Alumix GmbH.
 - 99% of Alumix U.K.
 - 99.94% of Alumix S.A. - France.
 - 99.98% of Alurim S.p.A.
 - 99.975% of Alures S.p.A. (the remaining 0.025% owned by Nuova Comital S.p.A.).
 - 100% of Alucasa S.p.A.

2. The main sites and plants of Alumix S.p.A. include:

- in the primary sector, the smelters in Portovesme (CA) and Fusina (VE);
- in the rolled sector, the plants in Fusina (VE), Porto Marghera (VE), Nembro (BS), Feltre (BL), the fifth rolled plant of Alumix Group in Volpiano (TO) and belongs to Comital S.p.A., the sixth is in Portovesme (CA) and is owned by Nuova Comital S.p.A.);
- in the extrusion sector, the plants in Bolzano (BZ), Feltre (BL), Porto Marghera (VE), and Fossanova (LT) (the fifth extrusion plant of the Alumix Group is in Iglesias (CA) and belongs to Sarda S.p.A., the sixth is in Mori (TN) and is owned by Alumix S.p.A.);
- in the packaging sector, the plants in Spinetto Marengo (AL), Tronatore and Volpiano (TO) are owned by Comital S.p.A.;
- in the research and development sector, the centres of Novara and Portovesme (CA) are both owned by Alures S.p.A.;
- in the aluminium sector, the plant in Portovesme (CA) belongs to Eurallumina S.p.A.

- The Liquidating Commissioner of Ellin in administrative compulsory liquidation by virtue of the plan presented by the same Liquidating Commissioner on March 18th, 1995 and approved according to Article 4, comma 1, of the Law Decree No. 487/1992 converted into Law No. 33/1993 and to Article 11, comma 3, letter c), of the Law Decree No. 643/1994, converted into Law No. 738/1994, by the Minister of Treasury and by the Minister of Trade and Industry, by Decree No. 547208 of May 15th 1995, intends to start the procedure regarding the sale(s) of shares, firms, branches of firms or single assets.

It is understood that, as soon as the companies listed under a1-a2 and from b3 to b7 are put into liquidation, the Liquidating Commissioner will dispose of Lit. 1,200 billion in order to pay the debts of the mentioned companies.

2. Considering all the above, the Liquidating Commissioner of Ellin in administrative compulsory liquidation

invites

all those who are interested in the acquisition of the entire aluminium division or parts of it (companies, firms or branches of firms, patents, trademarks, fixed assets, part or item) however composed, to manifest their intention to participate in the competition for the sale of the mentioned division or parts of it, addressing a letter to:

Bain, Cuneo e Associati
Via Cavour, 10/12 - 20122 Milano - Italy
to the attention of Dott. Giuseppe Piccinelli - Dott. Piero D'Azzoli
with copy for information to: Commissario Liquidatore dell'Ellin in liquidazione coatta amministrativa, Via XXIV Maggio, 43/45 - 00187 Roma, Italy.

The mentioned letter shall:

- contain the full identity of the interested party, by specifying its legal headquarters, it is moreover understood that only companies or similar entities will be admitted, with express exclusion of individuals and brokers;
- be subscribed by the legal representative of the interested party, where offered by joint parties as a group, be signed by each member of the group and tendered by a single representative, expressly entrusted;
- concisely indicate the reasons of the interest in the acquisition;
- contain the declaration that the party is participating in its own interest or, acting for third parties, in the case also b), the list of the

principles, together with the information herein above sub a) and with a copy of the part of the plan of liquidation of Ellin in administrative compulsory liquidation, deemed useful by the interested party in order to give evidence of its economic and financial capability in view of the acquisition; in any case, the Liquidating Commissioner may require the party to furnish more detailed information as well as suitable guarantees and warranties;

- contain the explicit acceptance of the Italian law and of the jurisdiction Italian jurisdiction, competent court being the Court of Rome, with regard to all relationships resulting from the Liquidating Commissioner's evaluation of the party's letter.

The following documents shall be attached to the letter:
a) a copy of the By-Laws of the interested company(ies) and a copy of the two latest approved balance-sheets of the company(ies);
b) a complete list of the members of the Board of Directors and of the Accounting Committee of the interested company(ies).

The letters of the interested parties must arrive within 4 p.m. on June 15th, 1995. The Liquidating Commissioner may take - at his fully discretionary option and without any liability - into account further letters, late arrived, with respect to the mentioned date. The publication of the present invitation, and the receipt of expressions of interest, possibly following thereto, do not impose on the Liquidating Commissioner any obligation to carry out selling procedures or any further obligation or engagement whatsoever.

Any decision to open the negotiations and so on or any other relation with the parties who have expressed their intention, shall be subsequently communicated to them in writing, at the Liquidating Commissioner's fully discretionary option and without obligation to state the reasons therefor; on the same occasion, the interested party shall enter into a Secretary Agreement, under which the Liquidating Commissioner expects to receive from the Liquidating Commissioner or from Bain, Cuneo e Associati. Once this engagement has been entered, the chosen parties will receive:
a) an informative document containing the essential data, regarding the sale(s) of the above mentioned companies, plants and goods, for which the party has expressed its intentions;
b) further information, without prejudice to the Liquidating Commissioner may deem to be reserved information.

Once the information stage has been concluded, the Liquidating Commissioner may carry on the comparison among the parties, in order to select part or the whole aluminium division, its fully discretionary choice. The Liquidating Commissioner shall fix a date, that may be preliminary, within which the parties who have been selected for this third stage shall make an offer and start, in the meantime, the check operations and due diligence; the latter will take place at a prearranged "data-room", within a further date, preliminarily fixed by the Liquidating Commissioner.

The Liquidating Commissioner will compare the different offers taking into account, among others, the following information, given by the interested parties:
- the acquisition plan for the requested parts (or for the entire division), also taking into due account the restructuring costs, that will be charged to the buyer, for the parts that will remain;
- the capability and will to strengthen the competition of the acquired parts, supported by industrial investments and market plans, binding for and guaranteed by the purchaser;
- the capability and will to guarantee, for the acquired parts, a high employment level, sustainable on a long term basis, supplying adequate guarantees and subscribing an agreement in accordance with the Laws on EFIM, as to the aforesaid points. In conclusion, as a mere example, the comparison shall favour complete solutions which, though not necessarily unitary, are however complementary, and which contribute to strengthen the entire aluminium division and maximize its global value. Therefore, an offer for the whole division, under the same conditions, shall be preferred to any other offer. However, offers for wider parts of sectors shall be considered more favourably than those for more limited parts of the division.

3. The above mentioned sale(s) will be conducted according to private law. The Liquidating Commissioner will act in accordance with article 4, comma 1, of the Law Decree No. 487/1992, converted with modifications into Law No. 33/1993, with acts of private law and in observance of the Civil Code, laws and regulations of Italy and of the European Union. The Liquidating Commissioner will have full discretionary power with respect to the choice of the interlocutors, the opening or not of negotiations upon single requests, as well as all interim or final decisions.

This announcement does not constitute, in any way, either an offer of sale to the public as to Article 1336 of the Italian Civil Code, or a solicitation of public savings, as to Article 1718, of the Law June 7th, 1974, No. 216 and following modifications.

4. This text is the mere translation into English of the Italian text which, in case of any discrepancy, will prevail.

09/01/2015

FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL
Tel: +44 171-873 3000 Telex: 922186 Fax: +44 171-407 5700
Friday, June 2 1995

Message from Messina

By choosing Messina as the place for today's meeting to launch the "reflection group" which will prepare next year's intergovernmental conference (IGC), the Italian government has issued a deliberate challenge to its EU partners. For the British government it is almost a provocation. Messina was where the original Six met and agreed to found the common market back in 1957. British reaction at the time was notoriously dismissive, and many of Britain's subsequent European travails have been attributed to its failure to "board the train" before it departed.

The British government is not alone in being unconvinced that the moment has come for another leap forward in European integration. Almost all the EU's member states are still nursing their bruises after the battle to ratify the Maastricht treaty, or, in the case of the three new member states, their accession treaties.

Even the Germans, who with the Italians insisted on writing into the Maastricht treaty as the date for a revision conference, now wish that 1996 was not coming quite so soon. They were and are frustrated with the compromises on political union that they had to accept in 1992. But the federal union of their dreams seems if anything even less attainable now than it was then.

The temptation to settle for a "12,000-mile service rather than a new engine", in other words to confine the IGC to making minor improvements in the treaty on which consensus can easily be reached, is strong. But it should be resisted.

Imperfect operation

The present union of 15 members already functions very imperfectly with institutions originally designed for a community of six. The Commission has grown too big to function as a single-minded executive, and the Council finds it increasingly difficult to take decisions, especially on those issues which require unanimity. At the same time the expanding competence of the union, accepted with varying degrees of reluctance in different areas by the member states, has led to a variety of decision-making procedures such that experts are unable to agree even on how many different ones there are.

Private prisons in perspective

Since Lady Thatcher's day, most UK privatisations have been high-profile exercises in popular capitalism. Not so the privatisation of Britain's prisons, which has been greeted with little ministerial fanfare and no public flotation.

Yet prison privatisation, which took a significant step forward yesterday with the announcement of two new private prisons, is as significant as any. In principle, if a prison can be designed, financed, built and managed by a private company, it is hard to see why any other governmental activity need be directly provided by the state.

The police is all the stronger since prison privatisation is directly encroaching on the sphere of the police. The job of conveying prisoners between jails and the courts, largely in the hands of the police until now, is being contracted out to the same security firms which are operating and bidding for private prisons. Within a year, the entire court escort service will be in private hands.

It is a sign of the triumph of privatisation that a policy regarded as beyond the pale even five years ago should be in various stages of implementation in countries as diverse as the UK, the United States, Australia, Canada and New Zealand. The potential advantages to be gained from privatisation are now widely appreciated, and the number of critics opposing the contracting out of custody services on principle is shrinking.

Prison privatisation should be judged by three yardsticks - the value for money it provides, its impact on security and the prison regime, and its success in improving standards and efficiency within the state sector.

Cost savings

The number of private prisons is too few, and the experience of them - even in the US - too recent to reach more than tentative judgements. But their record in the UK is sufficiently encouraging to believe that the policy is worth continuing, and that even if a future Labour government is cautious about wholesale privatisation, it would do well to cultivate a small private prison sector as a stimulant for state-run prisons.

are. No wonder the general public is bemused and alienated.

A grand simplification and rationalisation would be badly needed even if there were no immediate prospect of further enlargement. But expansion is precisely what is in prospect. One applicant country, Cyprus, has now been formally told that it can begin accession negotiations six months after the IGC finishes - which means probably before many member states have ratified the conclusions. Another applicant, Malta, whose small size raises specific institutional problems, will almost certainly negotiate at the same time; and at least three of the central European applicants - the Czech Republic, Hungary and Poland - will be close behind if not alongside. The union must thus expect to have at least 20 members within 10 years, and possibly more.

Streamlining essential

The sheer expansion in numbers will make some streamlining of the union's procedures essential. If all the big states insist on keeping two commissioners each, in addition to one each for the small ones, the Commission will lose all credibility as an executive body. Unanimity in the Council will likewise be much harder to attain. In the interests of efficiency, the types of decision requiring unanimity will have to be reduced to a minimum, with perhaps a compensating provision for states to opt out of some decisions to which they have a strong objection.

This is particularly relevant in the area of foreign and security policy, where the Maastricht provisions are clearly inadequate. And that area will take on even greater importance as enlargement takes the union's borders closer to zones of instability in the east and south-east. Indeed, for the newcomers it will be of much more immediate import than the single currency, for which the Maastricht provisions are so much more detailed.

Finally, the larger and more diverse the union, the more imperative it becomes to safeguard that diversity by limiting the union's competence to those areas where common action is strictly necessary. It should not try to do too much, but those things it needs to do it must be able to do well.

Tougher life

More problematic is the question of prison regimes. Obviously governments want greater security and fewer escapes, and insofar as the setting of performance targets helps to secure those goals it will be universally welcomed.

The setting of contracts can also have a dramatic effect on prison conditions. This is not because of any inherent superiority in private operators, although the opportunity to gain an infusion of new blood into prison management and custody may be valuable. Rather, the decision to lay prison conditions down in contracts has inevitably resulted in improvements, since conditions in older prisons are patently substandard and could hardly be stipulated in private contracts.

However, the issue of prison conditions is not straightforward. If ministers are looking to private operators to improve or change those conditions, they need to be open about their policies and seek to carry public opinion behind them - and not leave private operators to carry the can.

Calling for a tougher life for prisoners is the staple diet of politicians anxious for a populist cry. Mr Michael Howard, the home secretary, acted true to form in his recent call for an "antistress" prison regime. Private operators fear that they will be expected to chop and change the prison regime in response to such pressures.

Penal policy must remain a matter for politicians and parliament. The best privatisation can offer is the possibility of implementing their decisions more economically and effectively.

China's diplomatic reprisals against the US for allowing President Lee Teng-hui of Taiwan to pay a private visit in June have again focused attention on relations between what used to be known as "the two Chinas".

Beijing uses every opportunity to reassert its claim that Taiwan rightfully belongs to China. With the retrieval of Hong Kong and Macao, in 1997 and 1999 respectively, well in hand, China is stepping up its diplomatic offensive for reunifying the two countries.

But Taiwan has become increasingly assertive as it transforms itself from a military dictatorship to a flourishing democracy. The Taiwanese will elect their president for the first time next year, in a process likely to increase the island's desire for self-determination.

Both countries acknowledge their close relationship. Mr Jiang Zemin, China's president, depicted the bond as that of "father and son" in a speech in January calling for closer ties with Taiwan leading ultimately to reunification.

Mr Lee borrowed the analogy of "older brother and younger brother" in his response to Mr Jiang to describe his vision of relations between China and the island. Beijing regards as a rebel-occupied province.

Ms Hsin-lian Annette Lu, a legislator from the Democratic Progressive party (DPP), Taiwan's leading opposition, and co-chair of the legislature's foreign affairs committee, prefers a different metaphor: that of a divorced couple. "China divorced Taiwan 100 years ago, and now it feels regretful because the ex-wife has become so attractive," she says. "So now they say, 'I still love you, will you marry me again?'"

Ms Lu, a former political prisoner who recently declared her candidacy for the vice-presidency, adds: "Beijing has never given up the threat of military invasion. Besides, China still tries to prevent Taiwan from going out and dating and making friends with the world. Taiwan is now an emancipated ex-wife who is not happy to return to the arms of her ex-husband."

Since the United Nations switched recognition from Taipei to Beijing in 1972, China has successfully employed strong-arm tactics to persuade all but a handful of small countries to concede - publicly at least - that Taiwan belongs to it.

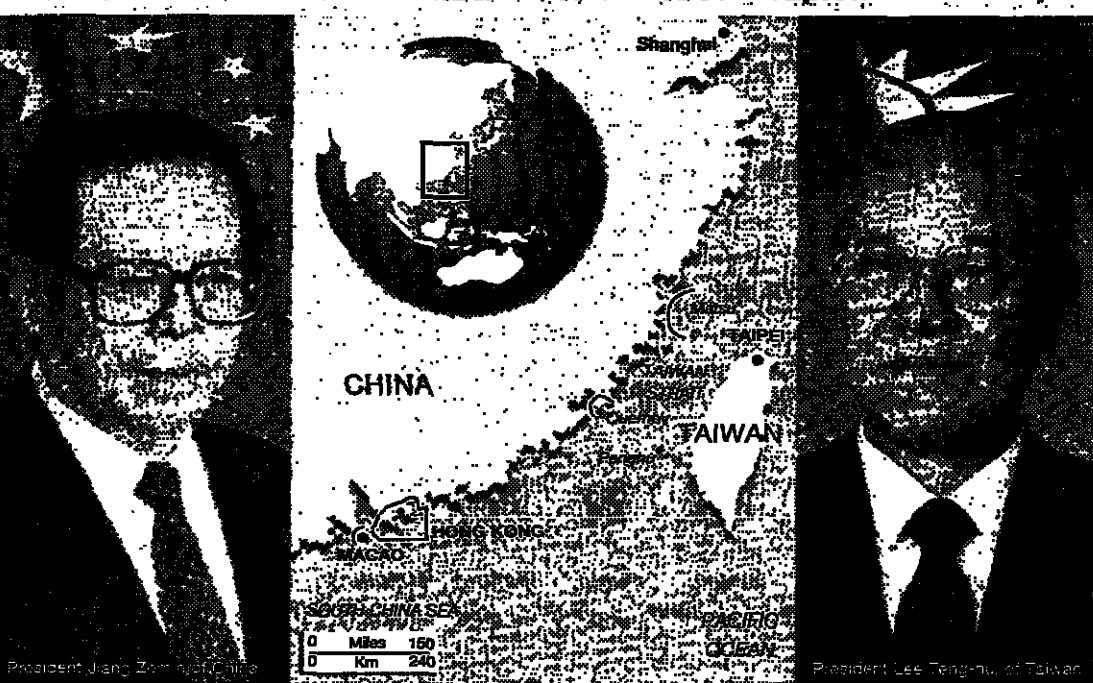
Mr Peng Ming-min, a legal scholar seen as the DPP's most likely presidential candidate, argues that Beijing's legal claim over Taiwan is tenuous at best. "Purely from a legal point of view, there is no document or treaty with legal effect which says that Taiwan is a part of China," he says.

China controlled Taiwan only from 1897, when the island was made a province, until 1945, when

Strained relations in family feud

Beijing's efforts to reassert its claim to Taiwan come as the island gears up for elections, says Laura Tyson

Taiwan and China: close relatives or divorced couple?



the imperial court ceded it to Japan

in perpetuity. "What is the actual basis for mainland China's claim over Taiwan?" asks Mr Peng, a former political exile known as the "godfather" of the Taiwan independence movement. He returned to Taiwan two years ago after 23 years in the US. "One justification is that 'We are all Chinese' - but can origin of population be a basis for a legal claim? The other is that China has an ancient territorial claim, but this is not sufficient either."

During the second world war, the allies called for the restoration of "Formosa (Taiwan) and the Pescadores (Penghu, a group of small islands in the Taiwan Strait)" to the Republic of China. But the two declarations - in 1943 and 1945 - were policy statements rather than legally binding documents, Mr Peng says.

Japan renounced all claim over Taiwan in the San Francisco treaty of 1951 - but this did not specify the country to which sovereignty was to be transferred. Taipei and Japan signed a treaty with the same wording shortly after, but

again no beneficiary was named.

To back its claim, Beijing cites the Shanghai Communiqué, a policy statement signed in 1972 by Richard Nixon, then US president, and Mao Zedong, chairman of the Chinese Communist party. In it, the US "acknowledged" that both Beijing and Taipei agree that there is only one China and that Taiwan is part

of it. Other governments use similar language: Canada "takes note of" China's claim; Japan "respects" Beijing's position. All are formulas, Mr Peng argues, to get around formal recognition of Beijing's claim to outright ownership of Taiwan.

But soon the world will be forced to ponder Taiwan's role in the "China family". Ms Lu says: "It's time for the world to stop spoiling China. The whole world takes it for granted that whatever China says, whatever Beijing claims about Taiwan, is fact."

Adding to the confusion, Taiwan's government also upholds the notional claim that the island is part of China - a claim ruled by the Nationalists, who retreated to the island in 1949 after the defeat of Generalissimo Chiang Kai-shek by the Communists. The Nationalists also purport to seek reunification, but in Taiwan both of these claims are widely regarded as little more than lip-service to a potentially hostile China.

The presidential election, however, will force Taiwan to resolve

its future. The mainstream faction which controls the Nationalist party differs from the DPP on the issue only in nuance.

"For the first time, the people on this island will choose their own leader," says Ms Lu. "No matter who gets elected, he will be the true leader, and he will have the guts and determination to say what he really wants to say. President Lee is not free to express his opinions."

For now, the government is calling on Beijing and the rest of the world to recognise Taiwan as a sovereign political entity, separate from and equal to China - so far in vain. The Nationalist claim is based more on effective control - akin to squatters' rights - than on legalities. Were it not for the threat of attack by China, many political analysts believe the ruling party would seek to formalise Taiwan's 46 years of *de facto* independence.

"No government is unilaterally going to recognise Taiwan, at least for the foreseeable future," says a western diplomat. "It's just not worth the trouble of crossing China."

But the Taiwanese are fearful of

that Taiwan is not a part of the People's Republic of China is one of the few points upon which residents of all political persuasions agree. Taiwan's future president will have little time and less ammunition to fend off an acquisitive Beijing. The island's economic dependence on China is growing and Hong Kong serves as the conduit for the majority of cross-strait trade and investment.

Beijing is already using Hong Kong's reversion to Chinese control in 1997 to force Taipei to make concessions. In recent weeks, China has thwarted Taiwan's efforts to renew an air services pact with Hong Kong and to restore limited direct shipping links to China.

For the past century, Taiwan has been shaped by different forces, both culturally and politically, from China. Mr Peng stresses that Taiwan is today distinctly different, after 50 years of Japanese occupation and the postwar period when US influence was pervasive.

"The ancestors of the majority of people here came from China but the history of the island is totally different," he says. "We have developed our own identity. We are Chinese as much as Americans, New Zealanders, Australians or Canadians are British. We have a right to self-determination."

The success of intervention in currency markets may depend on timing, argues Robert Chote

Symphony of support

The world's leading central banks started the foreign exchange markets on Wednesday by intervening in concert to support the dollar.

Early indications suggested that it was money well spent. The central banks bought dollars in quiet New York trading, nearly timed to wringout speculators who had placed bets that the currency would fall again. By close of play in London, the dollar was three pence and two pence higher. It slipped yesterday but stayed above its pre-intervention level.

Market participants were united in admiration for the skill with which the intervention was carried out. However, they were divided in predicting whether intervention would have an enduring effect - a subject of long-running debate.

The case for such intervention has gained ground in recent years. Mr Pietro Catta and colleagues from the Bank of Italy concluded last year that concerted intervention by the Federal Reserve, the Bundesbank and the Bank of Japan had been a big influence on currency trends since the mid-1980s.

Mr Catta identified 19 significant

episodes of concerted intervention between 1985 and 1991. Nine prompted an enduring reversal of the dollar's trend, seven succeeded for several months and only three were outright failures. The study also asserted that every significant dollar turning-point in that period coincided with concerted intervention.

Intervention in the currency markets since 1991 has yet to be analysed rigorously, but casual observation suggests the record has been much less impressive. The central banks have certainly been powerless to resist the dollar's slide over the past year and a half.

Conventional wisdom suggests that intervention works only if accompanied by supportive policies, especially interest rate changes. The Italian study confirmed that this was true in most cases, but found that intervention sometimes worked even when rates were on hold or moving unhelpfully.

Mr Paul Chertkow, head of global currency research at UBS, invest-

ment bank, points out that intervention and supportive policy failed to prop up the dollar in 1987, with only a brief rally after the Louvre Accord. The turning-point came in early 1988 when central banks pounced on a quiet market and bought dollars at the right price.

Mr Chertkow argues that it was shrewd of the central banks to launch Wednesday's initiative when short-term speculators were dominating the market action and longer-term investors - such as mutual funds - were sitting on the sidelines. It costs much more to support a currency when the long-term investors are sellers.

Mr Gerard Lyons, economist at DKB International, the securities house, also admires their tactics. He says they chose to intervene when the dollar looked in danger of falling through the psychological barriers of DM1.35 and ¥80, both trigger points for more dollar selling.

What can we say? Times change. Mind you, Commerce officials have been more than a little surprised by his attacks on the hand that fed him. They pointedly remark that only recently a former deputy assistant secretary, who served under Mosbacher, visited the department's International Trade Administration for some assistance. The visitor is said to have sought information about forming a consortium to invest in Latin America.

And the visitor's job? Paid consultant to one Robert Mosbacher, who now operates a Houston-based energy company.

Board and lodging ■ Bernard Tapie, the colourful French businessman and politician, might soon be packing his bags for Belgium.

Tapie has so far done his best to take advantage of his parliamentary immunity, political connections and every legal ploy to delay definitive judgment on his bankruptcy, football-bribing allegations and other such affairs.

He says he won't interfere with French justice, but added that he is considering shifting his family away from the cruel spotlight of publicity which his multiple court cases have brought him. And they obviously need somewhere to live, the court-appointed liquidators sold one of his houses yesterday in Paris, for FF12.7m.

I was wrong ■ Wealthy Texan Robert Mosbacher doesn't like the US Commerce Department. He wants to see it downsized - in fact, run out of town. Which is a little strange to American ears because he was once happy enough to run the place as its secretary.

"When I became secretary of commerce, I might have been a little doubtful of whether anything could be done. Well, I was wrong... government can be a positive difference in our lives," he said near the end of his tenure.

Two legs good ■ Oktay Ekshi, head of Turkey's press council, is in Helsinki, where

nude to the dollar. As a relatively closed economy the US need not worry too much about the inflationary impact of a weak currency, or - for that matter - about the danger that a stronger one would push it back into recession.

The best tonic for the dollar might well be a perception that the US no longer believed a weak currency to be in its interests, perhaps because it had decided to fight its trade war with Japan through sanctions rather than depreciation.

But Mr Jim O'Neill of Swiss Bank Corporation doubts the US will hold the line for long. "This may just be a happy marriage of temporary convenience between the US and Germany. If their economies are stronger three months down the line, things may look very different."

This reinforces the observation of US economist Mr Benjamin Cohen that "international monetary co-operation, like passionate love, is a good thing but difficult to sustain". Experience suggests that concerted action to support the dollar will succeed only for as long as the domestic policy imperatives of the principal players point in the same direction.

Hurricane Jim hits town

Washington is familiar with political whirlwinds. But few hit town faster than Jim Wolfensohn, who officially took over as president of the World Bank yesterday. He has also brought a large house, accepted an honorary knighthood from the hands of the British ambassador, and announced that he will have to step down as chairman of the Kennedy Centre for the Performing Arts, the *ne plus ultra* of the capital's culture.

The house, in the upmarket sector known as Kalamazoo, has brought relief to depressed real estate agents. But his departure from the Kennedy Centre - after five years as unpaid head - has the arts set grieving.

Wolfensohn had first said he would stay on, but then announced he could not do justice to it and the bank, for which he plans to travel six months a year. Some disappointed Kennedy board members had a slightly different view, saying the bank would not let Wolfensohn raise money for the arts as well as capital for the poorer nations.

Although Australian-born, he cannot use the "sir" in front of his name because he took American citizenship in 1991, once it became apparent that his career as an investment banker - and his ambition for the World Bank

presidency - would be US-based. Still, as he told Colin Powell, another honorary knight, at the embassy investment dinner: "I don't have to call you sir any more."

Unaffordable

Heard the old story about thousands of public-sector employees going on strike and no-one noticing? It got updated on Wednesday, when police, health workers, teachers and road builders downed tools in Norway. The strikers say that each day will bring an incremental tightening of the action, though up to what point - maybe until someone notices? - isn't clear.

The last time Norwegian police went on strike was in 1953, whereupon the government banned such unseemly behaviour. The ban was lifted this year, and once the annual wage talks collapsed, the police flexed their disgruntlement. Downtown Oslo, where crime rates are low compared with other European capitals, was as peaceful as always on Wednesday. The strike probably went off like a damp squib in a desert because Norway has a more serious preoccupation - the worst floods for more than a century.

Two legs good

■ Oktay Ekshi, head of Turkey's press council, is in Helsinki, where

Financial Times

50 years ago

Value of the pound ■ Mr Craven-Ellis asked the Chancellor of the Exchequer in the House of Commons what was the price level for 1938 and 1944 taking 1913 as 100. The Chancellor replied: Comparisons with 1913 are not available. On the basis of the official cost of living index for 1914 and 1938 and of the price changes between 1938 and 1944, the price level, taking 1913 as 100, was 156 in 1938 and 239 in 1944.

Shortage of textiles ■ The seriousness of the textile supply position is again emphasised by the statistics of wholesale trade and stocks for April compiled by the Bank of England for the Wholesale Textile Association. The level of stocks was 28.5 per cent below the level at the end of April 1944, while turnover rose by 7.7 per cent.

Madras Electric ■ As with all similar concerns, publication of war-year figures has been prohibited, but the reduction from the normal dividend rate of 8 per cent, tax free, to 4 per cent less tax tells its own story of evacuation troubles and reduction of civilian consumption which was not offset by increased munitions demands.

How the West was wooed by US presidential rivals

By Jurek Martin in Washington

Winning the West is serious politics for anyone who wants to be US president. Over the last 24 hours three men with serious ambitions for 1996, Bill Clinton, Bob Dole and Pete Wilson, have been telling their potential constituents what is right and what is wrong with the country. Much the most striking was Senator Dole, the majority leader. It was not so much what he said — another blast at the "nightmares of depravity" foisted on the country by the entertainment industry — but where he said it, in the den of iniquity, Hollywood. Having duly consulted religious and social conservatives, Mr Dole picked up where former vice-president Dan Quayle's sermon on "family values" left off. He took on movies and "gangster rap" music for their violent and sexual content, ticking off a list of the worst offenders. However, an aide confessed the senator had not seen or heard any of them. "We have reached the point," he said, "where our popular culture threatens to undermine our character as a nation." He pointed a direct finger of blame at Time Warner for its promotion of suggestive music. "You have sold your souls but must you debauch our nation and threaten our children as well?"

Mr Dole naturally denied attacking Hollywood was a partisan political matter. But he did not choose to mention that Mr Clinton has also suggested the entertainment industry should be more socially responsible, nor that Mrs Tipper Gore, wife of the vice-president, once led a campaign to clean up popular music lyrics.

Mr Clinton also has quite good connections in current Hollywood circles, which are no longer under the sway of the industry's first president, Ronald Reagan. Several Hollywood denizens were critical of Mr Dole, one pointing out that Hollywood was, just like Congress, in it "for short-term profit".

Governor Pete Wilson, of California, does not have to leave the state to get across his political message, though a throat operation has kept him silent and at home more than his faltering campaign needs.

But yesterday he used his pen — in the form of executive orders and an open letter to Californians — to declare an end to the era of state affirmative action to benefit women and minorities. Programmes covering the employment and procurement policies of virtually every state agency will be terminated.

"No one envisioned," he wrote, "that redressing two centuries of

unfairness would launch a whole new era of unfairness. But it has." Instead he was determined to recreate "the American ideal that anyone who works hard and plays by the rules has an equal chance".

Mr Dole and Mr Wilson always had a lot in common as pragmatic Republicans with more than a taste for effective government. However, the new party political climate keeps them together in competitive lockstep on the anti-government right.

California and Hawaii apart, the West is now hostile territory for Mr Clinton. But in a two-day swing through Colorado and Montana, he has gamely tried to preach to the unconvinced and unconvertible.

Montana, something of a final frontier until Californians began to emigrate there in droves, is a particularly tough nut for him to crack. It houses one of the most prominent militia movements, which is much exercised by the activities of federal agents, and the state deeply resents government environmental policies.

But Mr Clinton took them both on. He told the paranoid right that "people should deal with each other as neighbours" not potential enemies. He again appealed for more civil public discourse and accused Republicans of "demonising" him.

UK-Iraq arms sales probe hits new delay

By Jimmy Burns and Robert Peston in London

The Scott report on UK sales of arms to Iraq will not be published until October at the earliest, according to the office of Sir Richard Scott, the judge who is conducting the inquiry.

The disclosure has prompted renewed criticism from senior Tories about the conduct, length and cost of the exercise. They also fear the report — expected to criticise several ministers — will be published at the most politically damaging time for the government, close to the Conservative party's conference and the Tory leader re-election date.

A spokesman for the inquiry said yesterday that publication was now possible in October and not July as hoped. The inquiry, running for more than 2½ years, was originally to publish its report last autumn.

Sir Richard, a senior high court judge, has justified the delay on the need to be "fair and thorough". He has sent draft extracts to civil servants and ministers, giving them the right to reply to any criticism. Some replies are thought to have taken much longer to arrive than expected.

Critics of Sir Richard, led by Lord Howe, the former foreign secretary, say the judge has brought difficulties on himself by not seeking early expert advice on the conduct of government and legislation as well as not allowing witnesses at the outset the right to legal representation.

One former Tory minister said last night: "Sir Richard has been living in a world of his own. It is a tragedy that the conduct of this inquiry has been shaped in such a way. It could have taken much less time and possibly cost less."

Sir Richard's office refuted allegations by some senior members of the government that he has been distracted by outside work, saying he was engaged full-time on the report.

Poland rating

Continued from Page 1

emerging markets research at Salomon Brothers in London. Poland is seen as a success story among the former communist economies with impressive GDP and foreign trade growth and a strong private sector.

The ratings were made possible by last year's Brady agreement with western commercial banks which reduced Poland's \$14bn commercial debt by almost half.

The new credit rating will help Warsaw to raise its credibility abroad. Mr Grzegorz Kolodko, the minister of finance and deputy prime minister, will shortly lead a presentation to investors in Asia, Europe and the US to drum up support for its expected \$200m, three to five-year maturity debt eurobond issue.

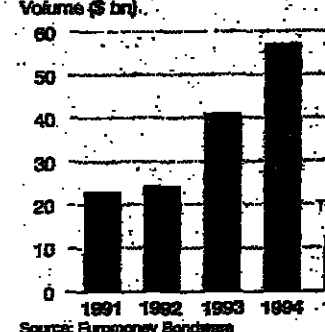
THE LEX COLUMN

Buyers' market

FT-SE Eurotrack 200: 1465.2 (+23.1)

International equity issues

Volume (\$ bn)



Source: Euromoney Bondwatch

Investors in the international equities market are in an enviable position, with an estimated \$100bn of international offerings, including many privatisations, to choose from in the next 2½ years. A decade after BT came to the market, fund managers can now take their pick from a range of European telecommunications companies. The result is that deals from France, Germany, Holland, Spain, and Portugal may squeeze out offerings from less developed countries.

Following a sharp retrenchment in the wake of the Mexican financial crisis, investors have started buying again. But the backlog caused by the hiatus has further tipped the balance in their favour. In spite of the hype surrounding "global" offerings, the universe of truly international fund managers is relatively small, and most are based in the US and the UK. Some 50 or 60 fund managers can make or break a deal and they often move in a herd. The result is that it is difficult for companies to buck the trend if sentiment is unfavourable.

The rationale for international placements still holds true in theory: large offerings can be placed at a higher price by enlarging the potential investor base. But companies with a strong domestic investor base may find little benefit in the current climate from a global offering. Still, many deals could not be done without the participation of international investors. So governments in urgent need of privatisation revenues, particularly those in emerging markets, may have to drop their prices.

Couriers

At first glance, UPS's intention to invest more than \$1bn on its European logistics operations looks like the triumph of hope over experience. After all, express delivery services in Europe have proved rather more effective at posting parcels than profits. In the late 1980s, Federal Express, DHL, UPS and TNT spent heavily on building extensive pan-European networks. But hopes of capitalising on the creation of the single European market were dashed. Too much capacity chasing too little business led to vicious price-cutting. Eventually Federal Express pulled its intra-European services, and TNT retreated into an alliance with five post offices. This time the investment may be justified. Paradoxically, the recession has helped, forcing industrial customers to rationalise warehouses, making

Siebs

Siebs has a good story to tell but it has mostly fallen on deaf ears. Investors are gradually waking up, pushing the company's share price up by 3½ per cent yesterday. But it still trades at only a modest premium to the London market. Given its growth prospects, a bigger premium would be appropriate.

Siebs met its target of increasing sales from existing operations by 10 per cent last financial year. Given that the group's order book is up by around 15 per cent, excluding the effect of acquisitions, there should be little problem hitting the target again this year. Margins are also edging up from already high levels, as the cost-control programme continues.

Siebs's main markets are expanding. Sales of appliances controls are growing as washing machines and the like sport increasingly sophisticated features. Control systems for factories

are also in demand as companies seek to improve their productivity. Moreover, Siebs is winning market share. Not only are smaller rivals finding it hard to keep up the high level of research and development, Siebs is winning share from Honeywell and Emerson, its biggest competitors, in industrial control systems.

Investors have been slow to recognise Siebs's strengths because of bad experiences in the late 1980s and early 1990s when the company launched a string of rights issues and adopted questionable accounting practices. But Siebs has a new chief executive and has cleaned up its accounting practices. Doubts about the company are now harder to sustain.

Boots

Boots' cash-pile is burning a hole in its pocket. Once the final proceeds from the disposal of its drugs division arrives, the company will hold about \$600m (\$942m) in cash. That pile will grow. Boots the Chemists, the UK pharmacy and retailing business, continues to throw off more money than it can consume. Thankfully, management is not talking about further retail acquisitions, a field in which its record is dismal. After nearly five years, Ward White remains disastrous. Only Halfords looks as though it will be important in the long term. Otherwise, the group has proved studiously incapable of translating its expertise at Boots the Chemists to home decorating or do-it-yourself businesses.

Whether plunging deeper into non-prescription drugs is a better use of cash is doubtful. Without the research and development associated with prescription medicines, Boots will have to rely on other companies to license its new products. But until Boots has an adequate European distribution network, it will remain an unattractive partner. Management says the biggest gap is Germany. But there is some comfort that Boots has dragged its feet, willing to walk away from overpriced deals. In the end, if the group cannot find an effective use for the money it should hand the cash back to shareholders as it did in November.

Boots' rating is stuck in no-man's land, stranded between the likes of W.H. Smith at one extreme and Marks and Spencer at the other. Until the cash issue is settled, it is likely to remain there.

Additional Lex comment on UK housing, Page 20

Toyota to drop its graduate recruitment by one-third

By Michio Nakamoto in Tokyo

Toyota, Japan's leading carmaker, is to cut recruitment of university graduates next spring by about 30 per cent.

The decision — which will bring graduate recruitment to its lowest level since 1982 — reflects mounting pressures on the domestic car industry in the face of the yen's sharp rise and the risk of 100 per cent punitive tariffs on luxury cars exported to the US.

Toyota said reduced recruitment resulted from the uncertain economic environment. It plans to hire 140 university graduates next spring, compared with 206 this year and 888 in 1992.

The company said it had delayed a decision on how many employees it would hire for production-related jobs until it had a better view of Japan's economic state.

Overall recruitment in Japan is likely to fall this year because of the difficult outlook.

Unemployment in April hit a record 3.2 per cent, and university graduates have seen the number of job offers fall sharply since the late 1980s.

Toyota has also been moving a greater proportion of its production overseas, which has raised concerns about the "hollowing out" of Japanese manufacturing. It expects overseas production to rise 21 per cent this year, while exports are forecast to fall 22 per cent.

In addition to the setback to the domestic economy caused by the high yen, Toyota and other Japanese carmakers are beginning to feel the impact of US sanctions announced in the dispute over access to the Japanese car and car parts market. Leading carmakers have temporarily cut production of luxury cars

bound for the US and shipments have been curtailed.

As many as 4,000 luxury cars intended for the US market are still in Japanese ports and at manufacturers' warehouses, according to the Ministry of International Trade and Industry.

Although there is about one month before US sanctions take effect, the cost to Japanese carmakers prevented from shipping vehicles to the US already amounts to ¥9.2bn (\$108m), the ministry says.

The impact on the Japanese economy is forecast to be even greater. According to a report by Asahi Bank, the cost of reduced production by Japanese industry could be as high as ¥1.400bn.

A decline in car production will lead to an even greater fall in output in related industries, the report notes. In particular, the sanctions will severely affect the steel and electronics sectors.

VW rejects legal action against former chief

Continued from Page 1

José Ignacio López de Arriortúa, Mr Liesen said he was not aware of any new evidence which contradicted an internal probe at the company. This investigation, commissioned by the supervisory board against Mr Pich's wishes, concluded that although Mr

López and colleagues had brought with them data from General Motors, their previous employer, none of it was secret.

Mr Pich restricted yesterday's remarks to shareholders to commercial matters, repeating concerns about the effects of the strong D-Mark on sales prospects. Vehicle deliveries in the first

five months were below target, he said. Worldwide sales to customers had risen 1.2 per cent by the end of May to 1.4m units, although domestic deliveries had fallen 0.6 per cent to 419,000.

The North American market was down 33 per cent while sales in the Asia-Pacific region were up 38 per cent.

The new credit rating will help Warsaw to raise its credibility abroad. Mr Grzegorz Kolodko, the minister of finance and deputy prime minister, will shortly lead a presentation to investors in Asia, Europe and the US to drum up support for its expected \$200m, three to five-year maturity debt eurobond issue.

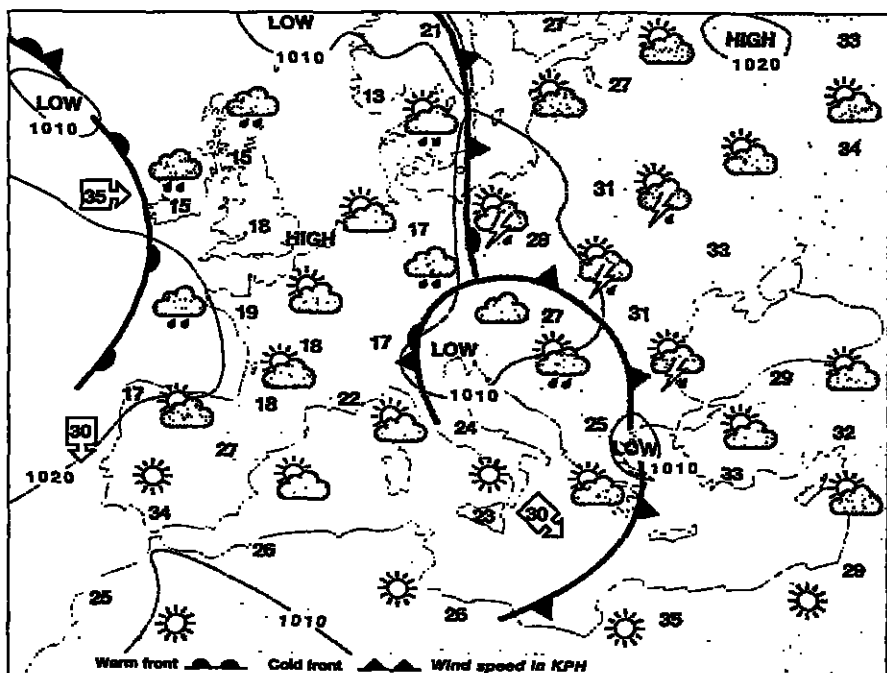
FT WEATHER GUIDE

Europe today

A warm front moving east will cause increasing cloud with afternoon rain in Ireland, Scotland and northern England should be cloudy with scattered rain. Southern England, the Low Countries and northern and central France will be dry with sunny spells owing to high pressure. A front will cross eastern Germany and Poland accompanied by cloud and showers or thunder storms. The western Alps should become clearer but showers will linger in the east. Russia and the Balkans will be humid with thunder storms, some of which may be heavy in Romania. Spain, Portugal and southern Italy will be rather sunny as a ridge of high pressure builds over the western Mediterranean.

Five-day forecast


Rain will spread across the British Isles during the weekend and will reach the Low Countries and France by Sunday. Next week these regions will remain unsettled. Eastern Europe will become much cooler with thunder storms on Saturday. High pressure will build over the Mediterranean bringing continued dry and sunny conditions.



Situation at 12 GMT. Temperatures maximum for day. Forecasts by Meteo Consult of the Netherlands

TODAY'S TEMPERATURES

Moscow	17	sun	28	Caracas	fair	31	Faro	27	Madrid	sun	27	Rangoon	showers	33	
Cairo	24	sun	28	Geneva	showers	22	Frankfurt	showers	17	Manila	sun	24	Raykivik	fair	13
Abu Dhabi	30	sun	31	London	sun	24	Glasgow	showers	15	Munich	cloudy	15	Rome	fair	23
Accra	30	sun	31	Madrid	sun	27	Hamburg	showers	16	Moscow	sun	22	S. Francisco	cloudy	18
Algiers	24	sun	24	Dallas	sun	33	Osaka	sun	25	Seoul	sun	22	Singapore	cloudy	33
Amsterdam	17	sun	17	Dubai	sun	48	Sydney	sun	28	Taipei	sun	28	Sri Lanka	sun	27
Athens	29	sun	29	Dublin	cloudy	15	Tokyo	sun	28	Tel Aviv	sun	30	Taiwan	sun	27
Atlanta	28	sun	28	Edinburgh	showers	15	Wellington	sun	22	Toronto	rain	28	Tanzania	sun	25
B. Aires	19	sun	19	Geneva	showers	22	Winnipeg	sun	22	Vancouver	sun	21	USA	sun	21
Bham	28	sun	28	London	sun	24	Zurich	sun	24	Vladivostok	sun	21	Vietnam	sun	21
Bangkok	34	sun	34	Los Angeles	sun	26									
Barcelona	21	sun	21	Las Palmas	sun	22									
				Lima	sun	26									
				Lyons	cloudy	19									
				Mexico	sun	26									
				Monaco	sun	26									
				Nairobi	sun	26									
				Paris	sun	26									
				Rangoon	sun	26									
				Sao Paulo	sun	26									
				Shanghai	sun	26									
				Singapore	sun	26									
				Taipei	sun	26									
				Tel Aviv	sun	26									
				Tokyo	sun	26									
				Wellington	sun	26									
				Winnipeg	sun	26									
				Zurich	sun	26									



We can't change the weather. But we can always take you where you want to go.

Lufthansa

air

We can't change the weather. But we can always take you where you want to go.

Lufthansa

Acquisitions Monthly

presents

MBOs 1995

The Essential Forum

19th & 20th October 1995
The London Marriott Hotel, Grosvenor Square, London W1

Plus Practical Case Studies

Speakers from Leading Buyout and Advisory Companies

To book a place or receive further details, please contact:
Acquisitions Monthly Conferences, 11 Gloucester Road
London SW7 4PP
Tel: 0171 823 8740 Fax: 0171 581 4331

Sponsored by

AW ALSTON WILKINSON

BANK OF SCOTLAND

INTERNATIONAL COMPANIES AND FINANCE

French bank feud goes to court

By Andrew Jack in Paris

Crédit Lyonnais, France's largest state-owned bank, yesterday confirmed it is suing Société Générale, one of its leading private-sector rivals, in an escalation of the bitter dispute between the two.

It claims that Société Générale indulged in "unfair competition" earlier this year by writing to Crédit Lyonnais clients using "misleading advertising" in an effort to persuade them to switch banks.

The law suit also raises questions about the way in which banks may be obtaining and using personal information on the clients of their competitors, a practice governed by strict privacy regulations in France.

Crédit Lyonnais is seeking symbolic damages of FF1 against its rival in the Paris commercial court, as well as FF50,000 (\$10,059) in legal costs in a case due to be heard on June 27.

It yesterday described Société Générale's action as "unacceptable", and said it had been forced to react.

The bank claims that letters sent to its customers around the country during March unfairly highlighted "difficulties" at Crédit Lyonnais, and made statements about its services which were untrue.

It alleged that some of the addresses used to send the letters appeared to have been obtained from information contained in banking documents, such as cheque books, rather than from publicly-available sources, in an apparent breach of French law.

The Commissions Nationale de l'Informatique et des Libertés, a watchdog which scrutinises the use of personal information held on computer, confirmed yesterday it had received complaints last week from Crédit Lyonnais customers. It said it was launching an inquiry.

Société Générale confirmed that marketing letters had been sent out to clients of other banks, but said the operation was conducted through its local agencies without central co-ordination, and that Crédit Lyonnais had not been specifically targeted.

The bank stressed that the tactic did not go beyond standards of "healthy competition", and said it found Crédit Lyonnais' complaint ironic in light of its request for a FF135bn government-backed rescue package to deal with losses incurred by risks taken in the past.

Société Générale, along with Banque Nationale de Paris, another leading private sector bank, publicly criticised the rescue package for Crédit Lyonnais agreed earlier this year with the French state. The package was being scrutinised by the European Commission.

Mr Marc Vénot, chairman of Société Générale, has since threatened to take Crédit Lyonnais to the European Court of Justice if his discussions with competition officials in Brussels fail to force modifications to the rescue plan.

Barings has little impact on results at ING

By David Brown in Amsterdam

Internationale Nederlanden Groep, the Dutch financial services group which rescued the collapsed Barings Bank of the UK, said its new merchant banking subsidiary produced virtually no operating profit in the first quarter of this year.

ING reiterated its forecast that Barings would have a neutral effect on group profits this year, but it expects revenue to start coming in 1996. ING consolidated Barings' operations into the balance sheet at the end of March.

The Dutch group's own net profit for the first three months ended March advanced by 10.6 per cent to FF520m (\$82.5m) from FF470m, at the lower end of analysts' expectations. Management is forecasting that full-year net earnings will "at least equal" the FF2.3bn in 1994.

Pre-tax earnings were ahead 18.5 per cent to FF723m from FF610m.

The group's life insurance operations accounted for FF245m of the pre-tax result, up 26 per cent, and were particularly strong in the Netherlands and in Hungary.

Earnings in the non-life operation pushed back into the black, climbing FF75m to FF64m after a hit in liabilities for natural catastrophes. Earnings in Australia slipped, however, and the full-year increase in non-life business will be less pronounced, the group cautioned.

The insurance operation as a whole reported a net profit of FF482m during the period, up 36 per cent. The bulk of earnings in both insurance and banking are generated in the Netherlands.

For ING's banking arm, the quarter's results were less stirring. Earnings slipped by about 5 per cent to FF255m, a figure which has been adjusted for new accounting procedures.

Losses in financial trading were sharply reduced, to FF42m from FF234m during the same three-month period a year earlier. Interest rate margins narrowed considerably.

Repola to float stake in engineering subsidiary

By Christopher Brown-Humes in Stockholm

Repola, Finland's largest industrial group, plans to raise up to FM1.08bn (\$249.3m) through the sale of at least 25 per cent of its Rauma engineering subsidiary to domestic and international investors.

The aim is to raise Rauma's profile, and enhance its value, as the unit has traditionally been overshadowed by Repola's pulp and paper operations, centred on United Paper Mills.

The sale coincides with a strong improvement in Rauma's performance and a rising order book, helped by restructuring and economic recovery.

A total of 18.5m shares will be sold, at between FM70 and FM80 each, valuing Rauma at

as much as FM4.3bn. Repola will sell 10.5m shares (and a further 2m if demand is strong), while 3m new shares will be issued by Rauma. Proceeds will be used to reduce debt. Listings will be sought for Rauma on the Helsinki and New York stock exchanges.

Rauma's four divisions - logging machines, fibre processing, industrial valves and rock crushing - enjoy leading market positions and have benefited from better demand and restructuring.

Last year, underlying operating profits at Rauma jumped 153 per cent to FM526m, on sales of FM3.3bn, as the group's order backlog swelled to FM4.34bn from FM3.03bn a year earlier. More than 60 per cent of sales derive from for-

estry equipment, where demand has risen because of the strong upturn in the pulp and paper cycle.

Repola first flagged plans to float part of Rauma last December but has had to wait for sentiment to improve in the Helsinki stock market. Global co-ordinator of the issue is S.G. Warburg Securities.

Shares will be offered in three regional tranches covering the Nordic region, North America and the rest of the world. There will be a Finnish retail offer.

Repola said profits for January to April would exceed FM1bn, after FM657m in the same 1994 period. Rauma posted operating profits of FM161m on sales of FM2.8bn in the first four months.

Oryx seals sale of UK holding

By Robert Corzine in London

Oryx Energy, the debt-laden Dallas-based oil explorer, has concluded the largest asset sale this year in the UK sector of the North Sea. It sold a 15.5 per cent stake in the Alba oil field to Union Texas Petroleum for \$370m, which represents about \$5.10 a barrel.

"This transaction is a significant step in the achievement of our year-end debt target of \$1.3bn," said Mr Robert Keiser, chairman and chief executive. Oryx's debt peaked at \$3.2bn in 1990.

The sale of Oryx's Alba holding comes just five months after it announced a new strategy to stabilise its financial position. Once the Alba sale is formally concluded, the company will be able to meet its target to reduce debt this year by \$400m.

However, it said it would continue to be "opportunistic" about additional deals, and another \$70m-\$150m in assets may eventually be sold. But there are no specific plans to sell any of its other North Sea assets, says Ms Patricia Horsfall, UK managing director.

The Alba oil field lies above the Britannia natural gas reservoir, in which Union Texas also has a stake.

Renault VI and MAN plan link

By John Ridding in Paris

Renault VI, the trucks and buses arm of the French state-owned motor group, has signed a memorandum of understanding with MAN of Germany to study the joint development and manufacture of components.

The move represents a potentially significant step in the French group's strategy of finding partners for specific co-operation projects. It has sought to extend this strategy since the collapse of merger

plans with Volvo of Sweden at the end of 1993.

The move also reflects the broader move by motor manufacturers to form partnerships in an attempt to reduce costs and achieve economies of scale. Renault said the two companies had agreed to conclude their studies in the near future.

Under the terms of the agreement, Renault and MAN will initially focus their studies on co-operation in medium-sized engines, mechanical bus parts, and axles for trucks.

Concerning the engines, the groups will examine the development of diesel engines of between 100 and 280 horsepower. According to Renault VI, the aim would be to examine the development of engines for satisfying new European and US emission regulations.

In the area of components, the French and German manufacturers will assess the scope for standardising axles and key mechanical parts. As with motors, the aim is to cut development and production costs.

Paris bourse reports 29% slide in profits

By Andrew Jack

The Paris bourse yesterday announced a 29 per cent slide in net profits for 1994 to FF147.8m (\$29.8m), in spite of a sharp rise in transactions on the stock market last year.

A 43 per cent increase in the dividend to FF10 per share was approved yesterday.

The SBF last year undertook a number of important structural initiatives. These include the development of the "new market", designed to offer equity development funding for small, fast-growing businesses based in France and across other parts of Europe.

per cent to FF335.4m and share transactions advanced 19 per cent to 22.8m in the year. The bourse said the modest increase reflected its policy of reducing the transaction costs for market participants.

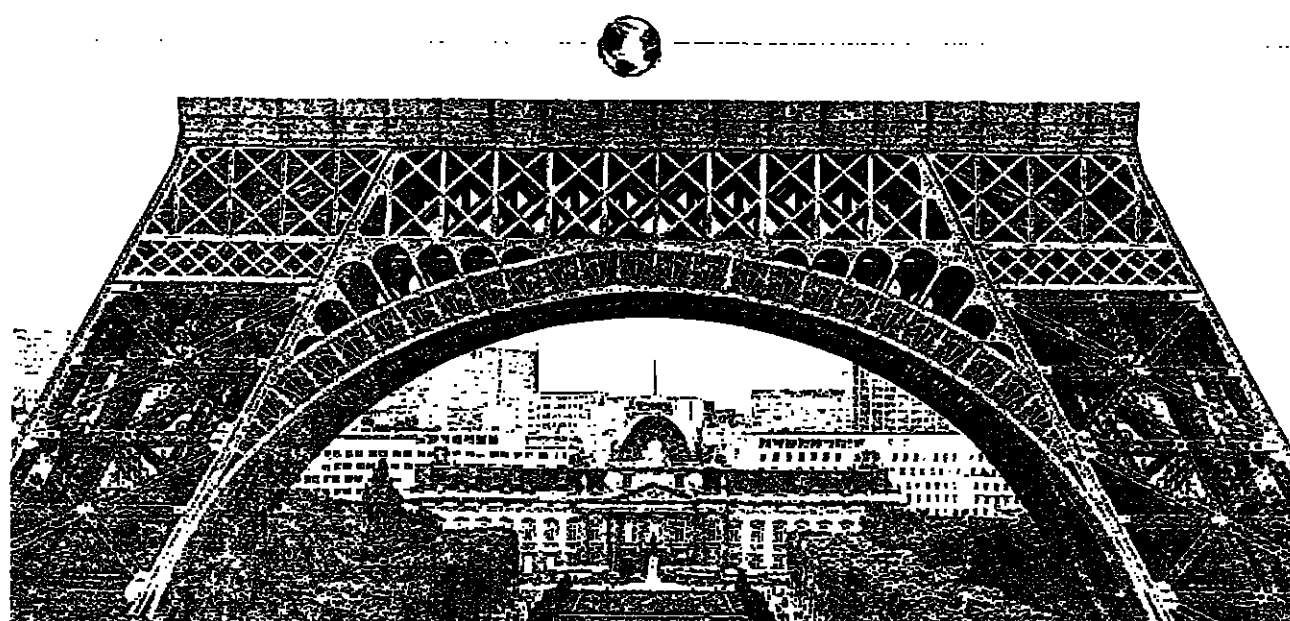
The Société des Bourses Françaises saw operating profit more than double to FF91.9m from FF39.4m. The FF91.9m decline in net profit was the result of exceptional gains in 1993. Turnover rose 3.1 per cent to FF696.8m, while operating costs were almost stable at FF510.5m.

Market commissions rose 43

Nestlé still reluctant to list on NYSE

The disadvantages for Nestlé of a listing on the New York Stock Exchange outweigh the advantages, Mr Helmut Maucher, chairman and chief executive said yesterday. AP-DJ reports from Lausanne.

Speaking at a shareholders meeting, Mr Maucher made clear that accounting standards and transparency levels required for a New York listing were not among the reasons preventing the Swiss foods group from seeking a listing there. He said Nestlé's financial position meant there was no need to raise funds through a listing on the foreign board.



If you're wondering where to invest, we have just the place.

In locations as diverse as Europe, Latin America, Australia and the Middle East, you'll find us on the leading edge of cellular and wireline telephone systems. Yellow Pages directories and software. Even cable television companies.

And in the U.S., where most people still know us as Southwestern Bell, we continue to provide over 16 million customers with communications solutions using advanced fiber optic, digital and microcell technologies.

But we aren't content to stop there. We believe there's always another opportunity out there somewhere — provided you know where to look.

First Quarter 1995 Results			
	1995 unaudited	1994	% Chg.
Revenues(000,000)	2,877.7	2,648.2	8.7
Net Income(000,000)	385.2	357.7	10.5
Earnings per Share	.65	.59	10.1
Assets(000,000)	26,078.2	28,005.3	0.5
Access Lines(000)	13,794	15,515	5.6
Cellular Customers (000)	5,092	2,210	59.9

SBC

For more information about SBC, please contact: Director - Investor Relations, 175 E. Houston, Room 5460, San Antonio, TX 78205, U.S.A. Tel: (210) 351-2933 or T.R. Dawson & Co., Room 1900, 1000 Main Street, Suite 1900, London, England EC2N 2DL, U.K. Tel: (171) 906-1116

SBC Communications is a wholly owned subsidiary of Southwestern Bell Corporation.

Mortgage Funding Corporation No 2 PLC
 \$115,000,000 Class B-1
 \$11,000,000 Class B-2
 Mortgage backed floating rate notes August 2023

For the interest period 31 May 1995 to 31 August 1995 the Class B-1 notes will bear interest at 7.0125% per annum. Interest payable on 31 May 1995 to 31 August 1995 will amount to \$1,767.53 per \$100,000 note. The Class B-2 notes will bear interest at 7.1875% per annum. Interest payable on 31 August 1995 will amount to \$1,811.64 per \$100,000 note.

Agent: Morgan Guaranty Trust Company
JPMorgan

General Motors Corporation
 NOTICE IS HEREBY GIVEN that resulting from the corporation's declaration of a dividend of \$0.21 (gross) per share of the common stock of the corporation payable on 31 May 1995, there will be a cash dividend of \$0.21 (gross) per share of the common stock of the corporation payable on 31 May 1995. The dividend will be payable to the registered owner of the common stock of the corporation as of 31 May 1995. The dividend will be payable to the registered owner of the common stock of the corporation as of 31 May 1995. The dividend will be payable to the registered owner of the common stock of the corporation as of 31 May 1995.

Agent: Morgan Guaranty Trust Company
JPMorgan

CREDIT LOCAL DE FRANCE - CAEL S.A.
 U.S. \$2,000,000,000
 Euro-Medium Term Notes
 SERIES NO.12
 FF100,000,000 Inverse
 floating rate notes 1996
 TRANCHE NO.1 (previously
 FF725,000,000)

For the interest period 1 June 1995 to 1 September 1995 the notes will bear interest at 15.4025% per annum. Interest payable on 1 June 1995 to 1 September 1995 will amount to FF725,000,000 per FF725,000,000 denomination.

Agent: Morgan Guaranty Trust Company
JPMorgan

TOSHOKU FINANCE NETHERLANDS B.V.
 US \$10,000,000
 Floating Rate Notes 1996

Interest Period: 30 June 1995 to 30 September 1995
 Interest Rate: 6.75% per annum

Agent: Morgan Guaranty Trust Company
JPMorgan

Republic of the Philippines
 US\$691,465,000 Series
 1992 B Floating rate
 Bonds 2009

The B Bonds will bear interest at 6.875% per annum for the period 1 June 1995 to 1 December 1995. Interest payable on 1 December 1995 per US\$1,000 note will amount to US\$34.95

Agent: Morgan Guaranty Trust Company
JPMorgan

THE BUCKS START HERE.

At your newsgroup every Friday.

INVESTORS CHRONICLE
 THE CITY INSIDE OUT

3i International B.V.
 \$150,000,000
 Guaranteed floating rate
 notes 1999

The notes will bear interest at 6.875% per annum for the interest period 31 May 1995 to 31 August 1995. Interest payable on 31 August 1995 will amount to \$173.20 per \$100,000 note and \$1,732.00 per \$1,000,000 note.

Agent: Morgan Guaranty Trust Company
JPMorgan

\$85,900,000
CARPS III Limited
 Secured Amortising Floating
 Rate Notes due 1999

For the three month interest period May 31, 1995 to August 31, 1995, the rate has been determined at 8.875%. The interest payable on the interest period May 31, 1995 to August 31, 1995 will be \$1,000.00 per \$100,000 note.

By The Citicorp Bank, N.A.
 London, Agent Bank
 June 2, 1995

Maple Mortgage Securities No.1 PLC

\$70,000,000 Class A1 Notes	\$91,000,000 Class A2 Notes	\$12,000,000 Class B Notes
--------------------------------	--------------------------------	-------------------------------

Multi-Class Mortgage Backed Floating Rate Notes due 2030

In accordance with the provisions of the Notes, notice is hereby given that for the three month period 31st May 1995 to 31st August 1995, the Class A1 Notes, Class A2 Notes and Class B Notes will carry an interest rate of 6.875%, 6.8675% and 7.2375% per annum respectively. The interest payable per \$100,000 Note will be \$1,567.18 for the Class A1 Notes, \$1,730.99 for the Class A2 Notes and \$1,824.35 for the Class B Notes.

Agent: Morgan Guaranty Trust Company
JPMorgan

Residential Property Securities No. 1 PLC
 £200,000,000

Mortgage Backed Floating Rate Notes 2018

The rate of interest for the three month period 31st May, 1995 to 31st August, 1995 has been fixed at 7.0375 per cent. per annum. The Coupon No. 29 will therefore be payable on 31st August, 1995 at £1,773.84 per coupon.

Aggregate interest charging balances of Mortgages redeemed during the previous Interest Period: £2,453,584.01

Aggregate interest charging balances of Mortgages redeemed as at 31st May, 1995: £2,334,103.68

The aggregate principal amount of Notes outstanding as at 31st May, 1995: £71,300,000.

S.G. Warburg & Co. Ltd.
 Agent Bank

Mortgage Funding Corporation No.5 PLC
 (Incorporated in England and Wales with limited liability under registered number 2079671)

Class A Multi-Class Mortgage Backed Floating Rate Notes due November, 2035

Class A-2	\$80,000,000	Class A-3	\$17,500,000
-----------	--------------	-----------	--------------

Mezzanine Notes \$18,500,000

For the interest period 31st May, 1995 to 31st August, 1995 the Class A-2 Notes will bear interest at 7.2375% per annum. Interest payable on 31st August, 1995 will amount to \$1,584.81 per \$100,000 Note. The Class A-3 Notes will bear interest at 7.3875% per annum. Interest payable on 31st August, 1995 will amount to \$1,862.05 per \$100,000 Note. The Mezzanine Notes will bear interest at 7.7875% per annum. Interest payable on 31st August, 1995 will amount to \$1,962.68 per \$100,000 Note.

Bankers Trust Company, London
 Agent Bank

To the holders of
Mortgage Capital Trust I
 Collateralized Mortgage Obligations, Series A
 Class A-1 Bonds Due 1st June, 2017

Notice is hereby given that the interest rate on the Class A-1 Bonds for the interest period 1st June, 1995 through 1st September, 1995 is 6.0025% per annum.

By: Bankers Trust Company, as Trustee.

INTERNATIONAL COMPANIES AND FINANCE

JPS attracted

bank Austria sees recovery after first quarter

Hapag-Lloyd starts with 34 ships

offshoot in tyre acquisition

Bouygues in future platforms move

Harvard Index

INTERNATIONAL COMPANIES AND FINANCE

UPS attracted by falling borders

United Parcel Service is to invest \$1bn in Europe, reports Simon Kuper

Three years ago Federal Express halted its international expansion. European operations, United Parcel Service, another US-based delivery company, has yet to make a profit in Europe. Yet UPS has just decided to invest another \$1bn in the continent, to add to the \$1bn spent over the last decade.

"The time is the demise of border controls in the European Union - as it was for FedEx before 1992, when the recession spiked the company's plans," says Mr. Reitzman, who yesterday became the first president of UPS Europe, says the falling borders are taking away "the tremendous obstacles involved in customs clearance, and the paperwork that went with that."

"It's been a Herculean task," he says. So far UPS has made a

profit in Europe only in the express market - the market for deliveries within guaranteed times, mostly by air. "Where we've had more difficulty," explains Mr. Reitzman, "is in the ground operations, because we have covered the length and breadth of every

"We hope to be profitable in two or three years. But I have no directive, because we're here for the long haul."

country, and we have not covered our costs."

For the moment UPS depends heavily on its home base in the US. It carried 172m packages in Europe last year, for revenues of \$1.4bn, just 7 per cent of total turnover. But the company claims its international express volume grew 36.3 per cent in the first quarter of 1995, compared with the same period in 1994. Vol-

umes on its intra-European road-based service doubled over the same period. Mr. Reitzman says UPS will be "very" patient with Europe. "We hope we will be profitable in two or three years. But I do not have a directive, because we're here for the long haul."

Over the next five years, UPS expects to spend \$300m on ground vehicles, \$300m on buildings and facilities, \$300m on information technology and \$300m on aircraft support. Mr. Reitzman says UPS will probably continue to use existing suppliers and manufacturers. These include Boeing, Rolls Royce, Mercedes, the Flensburg Fahrzeugbau Gesellschaft (which makes vehicle body parts) and local companies.

Part two of the plan is to make "double-digit per cent cost savings". Mr. Reitzman hopes to achieve this through the benefits of higher volumes, and improved efficiency. "Right now we have excess capacity, so I don't see a tremendous increase in the number of people we would employ," he says. UPS has more than 26,000 staff in Europe.

Mr. Reitzman's main task, as he sees it, is to offer a service that is the same throughout Europe, so that multinational companies using UPS know what to expect. "A shipper in the UK will have the same service available to him as a shipper in Italy," Mr. Reitzman says.

So far at least, UPS has not been deterred by its foreign travels. Last year it claimed its international operations had finally broken even. Chairman and chief executive officer Mr. Kent "Oz" Nelson said at the time: "Outside the US we projected we would lose \$50m over five years, and we have. But we are determined about being a worldwide letter and package deliverer."

See Lex

NEWS DIGEST

Bank Austria sees recovery after poor first quarter

Bank Austria, the country's largest bank, said it expected pre-tax profits in 1995 to be broadly similar to the \$1.5bn (\$480m) earned in 1994, writes Ian Rogers in Zurich.

"We hope and expect that we can reach our 1994 profit level if there is no downturn in the environment," Mr. Gerhard Randa, chief executive, said at the bank's annual meeting in Vienna.

Mr. Randa said the first quarter was disappointing, but April and May were considerably better, so that operating profits in the first five months reached \$1.5bn, about the same level as in 1994.

He said the bank intended to raise new capital next year. The Austrian government, which holds a 19 per cent stake, would not take part. It is trying to sell its shares, but Mr. Randa said he knew of no one interested in buying them.

He also expressed confidence that the government and parliament would soon approve a measure to give the bank a 10-year transition period to adapt to European Union accounting consolidation requirements.

The issue is significant because of a large loan made by the bank to its controlling shareholder last year, to finance a partial takeover of GiroCredit, Austria's third largest bank.

Bank Hapoalim starts year with 34% gain

Bank Hapoalim, Israel's largest bank, said its first quarter net profit rose 34 per cent to \$65m from \$49m a year ago, Reuters reports from Tel Aviv.

Net return on equity was 14.1 per cent compared with 11.4 per cent a year earlier.

The provision for doubtful debts was \$37m compared with \$30m last year, influenced by the decline in share prices on the stock market and the agricultural sector.

The improved profitability resulted from a 44 per cent increase in financing profit before provision, for doubtful debts of \$25m, compared with \$17m last year.

DCM offshoot in tyre cord acquisition

Shriram Fibres (SRF), a diversified manufacturing and trading company of the Delhi-based DCM group, yesterday announced that it had acquired the nylon tyre cord division of CRAT, a leading Indian tyre manufacturer belonging to the R.P. Goenka (RPG) industrial group, at a cost of more than Rs250m (\$103.4m), writes Shriram Sidhu in New Delhi.

Mr. Arun Kumar Ram, vice-chairman and managing director of SRF, said his company would acquire CRAT's nylon cord plant at Malanpur, near Gwalior in Madhya Pradesh, by September.

The new acquisition, he said, would help SRF strengthen its domestic market share of more than 40 per cent, and allow the company to become a "meaningful player" on the international market.

India's total production capacity of nylon tyre cord fabric is 65,000 tonnes a year, of which SRF manufactures 11,000 tonnes.

Saipem, Bouygues in offshore platforms move

Saipem of Italy and Bouygues Offshore of France are to form a new company to supply offshore platforms for underwater pipelines to the oil industry, writes Andrew Hill in Milan.

Half of Saipem, the new company, will be owned by Saipem, which is the plant engineering arm of the Italian state-owned energy and chemicals group Eni, half by Bouygues Offshore.

C&W's Italian offshoot seeks cellular licence

The Italian subsidiary of Cable & Wireless, the UK-based telecommunications group, is to ask Italy's telecoms minister to open the bidding for a third cellular telephone licence, writes Andrew Hill.

Mr. Stefano Borghi, the new managing director of C&W in Italy, wants Mr. Agostino Gambino to invite bids for a personal communications network (PCN), similar to the One-To-One system which the group already operates in the UK, France and Germany also have PCNs.

PCNs are a cheaper version of established digital mobile telephone networks. The technology is based on a higher frequency than existing services, and is aimed more at the mass market.

Mr. Borghi said the group intended to use its experience in the field to launch a strong bid for a third Italian licence, possibly at the head of a consortium.

So far, C&W has sought mainly business and professional clients in the Italian market.

Italy has been slower to open its mobile communications sector to competition than some other European countries.

Omnilite Pronto Italia, owned by an international consortium, won the licence for Italy's second GSM network last year and should launch its service later this year.

Italmobiliare bounces back to black

Italmobiliare, the main holding company of Italian industrialist Mr. Giampiero Pesenti, saw consolidated 1994 results swing to a profit of L12bn (\$7.3m) from a loss of L26.5bn in 1993, Reuters reports from Milan.

Revenues rose slightly to L5,539bn from L5,509bn, and operating profits increased to L360.5bn from L174bn, the company said.

Last year, Italmobiliare changed its fiscal year to one that ends on the calendar year from a March-ending year. The years are, therefore, not strictly comparable since the 1993 year represents only nine months of results.

The company added that results in the first quarter of 1995 were better than the comparable quarter of 1994, and it expects 1995 profits to be higher than in 1994.

October debut planned for Foxtel

Foxtel, the Australian pay-TV joint venture between Mr. Rupert Murdoch's News Corporation and Telstra, the large government-owned telecommunications group, said yesterday that it planned to start broadcasting in October, writes Nikki Watt in Sydney.

By that stage, the cable infrastructure, which Telstra is laying, should be available to some 700,000 homes, according to Mr. Mark Booth, Foxtel's chief executive.

Pay-TV began to become available in Australia this year, when Australia's satellite broadcaster, started operations, but the numbers receiving programming are very small.

Air France/JAL deal

Air France said it had extended its co-operation agreement with Japan Airlines to include, from November 1, exchanging their frequent flyer programmes, Reuters reports from Paris.

The two carriers hope to improve their connections at Tokyo and Paris airports.

Ciba to end relationship with Glaxo's Affymax unit

By Daniel Green in London

Ciba, the Swiss pharmaceuticals company, is set to end its relationship with Affymax, the Californian biotechnology company which was bought by Glaxo Wellcome of the UK in January for \$535m.

Affymax, like many biotechnology companies, has a series of partnerships with large pharmaceuticals companies. The fate of these arrangements has been unclear since Glaxo's acquisition of the company.

Mr. Alex Krauer, Ciba's chairman and chief executive, said he thought it unlikely the four-year relationship with Affymax would continue beyond the current contract, which expires next month.

He said Ciba's lawyers were working on untangling the relationship, in which Ciba used Affymax's technologies to test possible research approaches.

Affymax had similar relationships with Johnson & Johnson of the US; Marion Merrell Dow, the US drugs company bought by Hoechst of Germany; American Home Products, which a year ago entered into a five-year contract worth a minimum of \$27m and Alza, another Californian company.

Although these relationships may be curtailed because of the acquisition of Affymax, AHP said yesterday the relationship with the Glaxo subsidiary should "prosper".

The research part of the Johnson & Johnson relationship ended in April. The MMD relationship continues until 1997.

France Telecom turns in profit of FF9.9bn

France Telecom, the country's sole provider of basic telephone services, made a consolidated net group profit of FF9.9bn (\$2.1bn) in 1994 on revenues of FF74.62bn, AP-DJ reports from Paris.

It is the first time the state-owned utility has published consolidated accounts. Previously, France Telecom published separately the earnings of its parent company and those of Cogecom, a holding company that controls its 87 subsidiaries.

France Telecom said its 1994 consolidated revenue puts it in fourth place among the world's telecommunications operators. Revenue from telephone operations accounted for 74 per cent of the 1994 total, up 1 per cent from 1993.

The utility said its financial debt amounted to FF99.6bn at the end of 1994, accounting for 71 per cent of the shareholders' equity before distribution of profits.

See Lex

TOTAL

ANNUAL AND EXTRAORDINARY SHAREHOLDERS' MEETINGS OF MAY 31, 1995

"Your company continued to improve its earnings in 1994 despite the downturn in our business environment. The outlook for growth is exceptional." Serge Tchuruk.

TOTAL shareholders met today in annual and extraordinary meetings under the chairmanship of Mr. Serge Tchuruk, Chairman and Chief Executive Officer. They approved all the resolutions submitted to the annual meeting. The 1994 accounts were approved, as well as the payment of a dividend net of tax credit of 8.00 French Francs a share, up 7% from 1993. Tax credit amounts to 4.00 francs a share.

Shareholders were again given the option of reinvesting their dividend in new shares with dividend rights as of January 1, 1995, at a unit price of FF 277.

Mr. Serge Tchuruk was re-elected to the Board of Directors for a new six-year term.

Shareholders also approved all of the resolutions submitted to the extraordinary meeting.

CHAIRMAN'S ADDRESS

"Ladies and Gentlemen, Fellow Shareholders, I would like to begin by thanking you for your faithful presence at our annual meeting. To fully appreciate the past year's financial results - which improved over the year before - I would like to review the three driving forces underlying our actions."

Commitment to a growth strategy

First, your Company is resolutely committed to a growth strategy aimed at making us one of the world's largest oil, gas and specialty chemicals groups. In line with this commitment, our exploration and production business has set the goal of doubling our oil and gas production outside the Middle East during this decade, reaching total output of some one million barrels/day by around 2000. This objective will be met. In the gas segment, we expect to become one of the global industry's most important players, particularly in the area of liquefied natural gas, thanks to our numerous projects in the Middle East and Asia. Lastly, our specialty chemicals business is quickly gaining global mass and sales should reach nearly thirty billion francs by 2000, which represents fifty percent increase in six years.

This strong growth is being achieved without diminishing your Company's financial strength. Our balance sheet is sound and our debt load has been reduced to among the lowest of the international oil companies.

Good resilience to an almost continuous deterioration

Second, your Company's earnings have shown good resilience to the almost continuous deterioration, since the early nineties, in the global oil industry parameters to which our business base just happens to be the most sensitive. These include refining margins in Europe, the dollar/franc exchange rate, and the price of crude oil. While it is reasonable to assume that our business environment will be less unfavourable in the future, we feel it wise to pursue and even strengthen the programs underway to improve profitability. For this, we must maintain efforts to increase productivity in all aspects of our business, just as our large international competitors are doing.

Already, it is clear that strong expansion in our upstream oil and gas segments will feed through to better profitability ratios, thanks to the ensuing economies of scale. We are being careful not to increase fixed costs in these segments, even though their volumes are poised for substantial growth. It is just as clear that costs also need to come down in segments such as refining and marketing that will not enjoy the same type of growth. Discussions on this subject are underway with employee representatives.

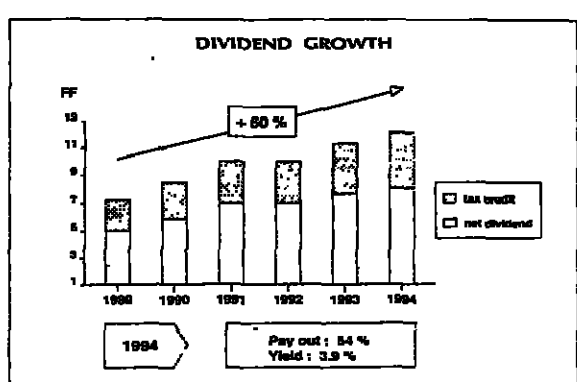
Reliable, open, responsible

Lastly, we are committed to making your Company ever more reliable, open and responsible in its relationship with shareholders.

Reliable - because we understand and manage the risks inherent to the oil business. The industrial risks related to the enormous investments involved; the financial risks related to the extreme volatility of our markets; the political risks related to the instability of many oil and gas producing countries.

Open - because we are committed to communicating with our shareholders. Our Eyewitness Shareholders are an innovative example of this commitment. The Shareholders' Advisory Committee also gives us valuable advice in this area. Your Company is open as well in its management. We will soon be asking the Board to form an audit committee for the assessment of Company accounts. We are also considering the nomination of new Directors to the Board. If elected, they could speak on behalf of the non-French shareholders that own more than forty percent of our capital, as well as on behalf of individual shareholders.

The 1994 Annual Report may be obtained upon request to: TOTAL - Direction de la Communication - 24 Cours Michélet - 92069 Paris La Défense - France.



Responsible - because we are careful in our forecasts and actions. In speaking about our earnings outlook for 1995, the uncertainty surrounding our major economic parameters - such as oil prices, the dollar and refining margins - makes it wiser to discuss only the general trend for the first half. There is no doubt that the recession in European refining has deepened, only slightly offset by the petrochemicals at TOTAL. This situation combined with the drop in the dollar will put pressure on our earnings. But substantial gains will be made in other areas, notably exploration and production. Once again, therefore, we are reaching within ourselves to find the resources needed to maintain our earnings performance. As you are well aware, this has been our constant objective throughout the depression we have endured in recent years.

Your Company continued to improve its earnings in 1994, despite the nearly FF 2 billion in lost income due to the downturn in our business environment. You have also seen that the outlook for growth is exceptional and will undoubtedly raise TOTAL's ranking among the world's leading oil companies.

Reasons behind performance

We owe this performance primarily to our employees, who demonstrated their dedication in all aspects of our business, even in the face of challenging demand for change and adaptation. Today, they own nearly 2% of the Company, thereby proving their confidence in its future.

The past year's performance has also been driven by a cohesive team of talented, enterprising senior executives. In the five years that I have led the Group, my personal role has evolved from deep involvement in the definition and execution of necessary actions to delegating a growing portion of responsibility to the executive team. Today, the first results are in and actions are being pursued without hesitation to achieve our clearly defined objectives. In the same spirit, during these five years, I have been deeply involved in the selection and training of Group executives, with a focus on diversifying experience and on learning how to reach consensus.

Confidence in Total's future

Today, the Board of Directors of Alcatel Alsthom wishes to appoint me Chairman, to lead this other big French company. If I had had the slightest doubt about the ability of the teams in place in TOTAL to pursue the actions underway, I would have refused the offer without hesitation. But I am convinced of the contrary, and I am happy that the TOTAL Board meeting yesterday approved my proposal to appoint as Chairman the man whom I made my closest associate, Thierry Desmarest. Shareholders will be called to a meeting in the near future to ratify this appointment as Director, to replace Bernard Esbatié, who wished to resign. Thierry Desmarest will take up his duties immediately after today's two meetings.

In a few minutes, you will be asked to re-elect me to the Board. If you do, I will be a very involved member, ready to assume any responsibilities that it would wish to give me.

At this important moment in my life, I would like to thank everyone who has helped and supported me at TOTAL, and most importantly all of the Groups employees. TOTAL is a wonderful company. I have total confidence in its future - confidence that I would like you all to share with me today."



TOTAL

NOTICE TO SHAREHOLDERS
PAYMENT OF DIVIDEND

The Annual General Meeting of Shareholders held on May 30, 1995 has set the 1994 dividend at FF 8.00 per share. A tax credit of FF 4.00 will be added to this dividend.

Payment of the dividend, the amount of which will be dependent on the terms of the double tax convention between France and Great Britain, will be settled upon presentation of the coupon and completion of form RP 4 CIB.

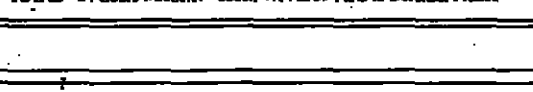
Residents may lodge this form with the Bank, acting as their agent, either in France or in the United Kingdom, at any time up to December 31 of the second year following the collection date of the coupons. As a result of French legislation on the "dematerialisation" of securities, payment of the coupons will be made through the banks with which the securities have been deposited.

The Annual General Meeting has decided to offer each shareholder the option to receive the 1994 dividend either in cash or in shares. The issue price of such shares - carrying dividend and voting rights effective from January 1, 1995 - has been set at FF 277.00 per share.

Shareholders opting to receive the dividend in the form of shares will be required to make such election between June 6, 1995, the dividend record date, and June 30, 1995.

Any shareholder who has not made such election by June 30, 1995, shall automatically receive the dividend in cash, payable as of July 21, 1995.

TOTAL - 24 Cours Michélet - cedex 47, 92069 Paris La Défense, France



See Lex

KANSALLIS-OSAKE-PANKKI

NOTICE to the holders of the outstanding U.S.\$250,000,000 Subordinated Floating Rate Notes Due 2043

Extendible for further 50 year periods (the "Securities")

KANSALLIS-OSAKE-PANKKI

2 June, 1995

CITIBANK

See Lex

TASactive

To receive the first month FREE

CALL 0171 638 1500

ANGLOVAAL GROUP

Declaration of Final Dividends

- Year Ending 30 June 1995

Dividends have today been declared in the currency of the Republic of South Africa to holders of ordinary shares listed below. Salient dates related to these declarations are:

Last day to register for dividends and for changes of address or dividend instructions: Friday 30 June 1995

Period during which transfer books and registers of members will be closed (both days inclusive): Saturday/Friday 1 to 7 July 1995

Currency conversion date for sterling payments to shareholders paid from London: Monday 10 July 1995

Dividend warrants posted (on or about): Friday 28 July 1995

Dividend declared Cents per share June 1995

Dividend declared Cents per share June 1994

Total for financial year Cents per share 1995/1994

Notes: 1. The dividends are paid subject to conditions which can be inspected at the registered office or office of the London Secretaries of the companies.

These companies are incorporated in the Republic of South Africa.

2. Estimated profit after taxation amounts to R24 097 000 (1994); R34 526 000 (1995) and amount allocated by dividends is R23 327 000 (1994); R34 633 000 (1995).

By order of the board: Anglovaal Limited, 33 Davies Street, London W1V 1PN

London Secretaries: Anglovaal Trustees Limited, 33 Davies Street, London W1V 1PN

Registered office: Anglovaal House, 56 Main Street, 2001 Johannesburg

Per: K G Williams, 1 June 1995

The Mortgage Bank and Financial Administration Agency of the Kingdom of Denmark

(Kongeriget Danmarks Hypotekbank og Finansforvaltning)

U.S. \$100,000,000

Guaranteed Floating Rate Notes due 2005

unconditionally and irrevocably guaranteed by The Kingdom of Denmark

For the six month Interest Period 1st June, 1995 to 1st December, 1995 the Notes will carry a Rate of Interest of 5.7625 per cent. per annum, with Coupon Amounts of U.S. \$146.46 and U.S. \$2,929.27 per U.S. \$5,000 and U.S. \$100,000 Notes respectively. The relevant Interest Payment Date will be 1st December, 1995.

Bankers Trust Company, London Agent Bank

INTERNATIONAL COMPANIES AND FINANCE

RBC climbs 11% after drop in loan loss provisions

By Bernard Simon in Toronto

Royal Bank of Canada, the country's biggest financial institution, lifted second-quarter earnings by 11 per cent, aided by a sharp drop in loan loss provisions and higher income from some fee-based services.

The bank lowered its 1995 loan-loss estimate as a result of a 20 per cent reduction in the non-performing loan portfolio, half of it caused by an improved commercial property book. It also held out hopes of a dividend increase later this year.

Earnings climbed to C\$304m (US\$233m), or 88 cents a share, in the three months to April 30, from C\$273m, or 74 cents, a year earlier. Return on equity improved to 16.3 per cent from 16.1 per cent, and return on assets widened to 0.73 per cent from 0.67 per cent.

Assets stood at C\$175.5bn on April 30. Provisions for loan losses fell to C\$140m from C\$205m. The bank now estimates write-downs for the year at C\$900m, down from its previous estimate of C\$940m.

CIBC earnings slide 12% in second quarter

By Bernard Simon

Canadian Imperial Bank of Commerce blamed weak capital markets and the costs of an ambitious investment banking expansion for a 12 per cent slide in second-quarter earnings.

The investment banking setback and tighter lending margins more than offset a 23 per cent drop in loan-loss provisions, making CIBC the only one of Canada's big six banks to report lower second-quarter earnings.

Net earnings were C\$192m (US\$137m), or 76 cents a share, in the three months to April 30, down from C\$217m, or 86 cents, a year earlier. Return on equity fell to 8.5 per cent from 11.9 per cent, while return on

Mr John Cleghorn, chairman, said the bank was taking a more conservative approach towards lending. This year's credit losses are expected to reach the target of 0.5 per cent of loans and bankers' acceptances, but Mr Cleghorn said a more ambitious figure may be set for future years.

Fee income fell to C\$626m from C\$686m. A slump in capital market business was only partially made up by higher revenues from foreign exchange, credit cards and risk management.

RBC Dominion Securities, the bank's investment banking arm, plans to expand its derivatives business, which is presently confined to Canadian equities, into a full-service, global operation in the next two years.

Besides a healthier loan portfolio and further diversification, Mr Cleghorn said the bank's priority was to lower costs. It aims to reduce the ratio of non-interest expenses to total revenues to 58 per cent within the next three years, from 62.5 per cent in the latest quarter.

AlliedSignal buys east German nylon group

By Tony Jackson in New York

AlliedSignal, the diversified US manufacturer, has acquired Polymer and Filament Rudolstadt, a nylon manufacturer in east Germany, for an undisclosed sum. The company said it would invest about \$140m in the plant in the next three years.

AlliedSignal, which claims world leadership in the production of certain types of nylon, said the plant would serve as the springboard for its growth in European plastics and fibres. Purchased from the state of Thuringia, it will initially employ 300.

AlliedSignal already makes artificial fibres at plants in France and the Netherlands, but this will be its first production site for nylon plastics in Europe. The company said that while revenues at the Rudolstadt plant were not substantial at present, it would allow expansion into other areas such as the manufacture of materials for car airbags.

The company said the attractions of the plant included well-developed infrastructure and good manufacturing equipment. It plans to invest in upgrading and expanding production, and in a development centre for plastics applications.

In recent years, AlliedSignal has been active in making European acquisitions, some in eastern Europe. At the start of this year, its automotive division acquired Fiat's brake business in Poland. Last year, it bought Ford's spark plug business in Wales.

Other recent European acquisitions include two purchases from Azko: a fluorochemicals business, bought last year, and a carpet fibres company, which came into the group in 1993.

AlliedSignal employs a workforce of about 16,000 across Europe and has built up annual sales of some \$3bn. Mr Frederic Poes, president of AlliedSignal engineered materials, said the German deal was an important part of the group's strategy to extend its plastics and fibres technology leadership.

New Holland breaks into positive ground

Fiat's agricultural equipment unit is reaping rewards of its shake-up, writes Andrew Baxter

New Holland, Fiat's wholly-owned tractors and combine harvesters subsidiary, reported net earnings of \$366m last year, its first profit after three years of restructuring during which it accumulated losses of about \$1bn.

The figures for 1994, the first to be announced publicly, underline the strong financial turnaround at London-based New Holland since its creation in 1991 from the agricultural and earthmoving equipment interests of Ford, the US motor group, and Fiat, the Italian conglomerate.

Sales surged last year from \$3.68bn in 1993 to \$4.7bn, which includes \$600m from the 54 per cent-owned Fiat-Hitachi hydraulic excavator company. Operating profit jumped to \$484.8m from \$99m. Unit sales of tractors, excluding unconsolidated operations, rose to 36,500 from 28,000, while combined harvester sales surged to 4,700 units from 3,300.

The turnaround is important for Fiat, which announces its final 1994 results today, because New Holland accounts for 12 per cent of group sales.

Mr Giorgio Garuzzo, New Holland's chairman and Fiat's chief operating officer, said sales would exceed \$5bn this year.

Net profits would fall because of higher tax payments - last year the company was still using up tax loss carry-forwards.

The creation of what was originally called N. H. Geotech has been one of the most ambitious and painful global restructuring exercises in the off-highway equipment indus-

try. In an interview last month, Mr Garuzzo said the decision to create the company - in which Ford initially retained a 30 per cent stake - had been the right one, even if there had been some surprise that Fiat was getting deeper into an industry from which Ford was withdrawing.

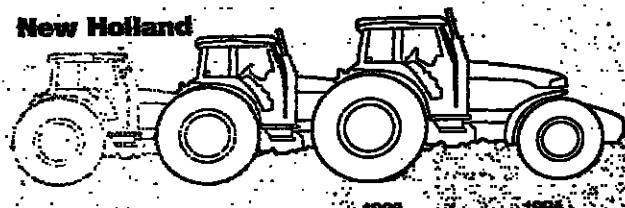
Both companies were the wrong size, he said, because they were squeezed between the biggest groups in the industry and niche producers. As full-time producers, their volumes were not big enough to cover heavy development and other costs.

However, Fiat wanted to stay in the agricultural equipment industry because it saw overall global demand might grow, with rising sales in developing countries offsetting further declines in Europe and a broadly stable position in the US.

The two companies' product ranges and geographical strengths produced a near perfect fit, he said, but New Holland faced a "down-to-earth, practical problem" in creating a global producer without losing market share or impairing product development.

"It was a question of cutting overheads by half," he said. Plant closures and retrenchment in Europe and North America reduced the workforce from an initial 30,000 to a low point of 17,700 in the third quarter of 1993.

Better market conditions since then have seen the workforce expand to about 15,500. That includes virtually all the 1,700 workers at Fiat-Hitachi.



	1993	1994
Net sales (\$m)	3,680	4,700
Net income (\$m)	99	485
Employees (end year)	30,000	15,500
Sales by region (to third parties)		
Europe	1,273	1,754
North America	1,273	1,754
Capital and South America	270	412
Other countries	864	1,580
Total	3,680	4,700

Source: Company reports

In spite of the upheaval, New Holland's claimed global market share in tractors rose to 20.8 per cent from 19 per cent at the time of the merger - 7.6 per cent from Fiat and 11.4 per cent from Ford, said Mr Garuzzo.

He attributed this partly to keeping key people, including dealers, reassured about the changes. Also, new product development has been ring-fenced, and by 1997 all New Holland products will have been launched after the merger. "We believe our production capacity is adequate for the demand, and we may even be a bit short of capacity. A lot of overtime is being worked in our Basilston factory [in the UK]," he said.

Mr Garuzzo admitted, however, that the cost of integrating the two companies was per-

haps twice as much as originally predicted. Big reductions in inventories were necessary, which meant that plants were idler than they would have been simply because of weak market conditions.

The complexity of the restructuring may have been underestimated, he said, and New Holland also wanted it to be completed quickly to minimise the upset for employees. "The financial burden of the shake-out was covered firstly by a \$594m capital injection from Fiat in 1992, removing the losses from the balance sheet and restoring the company to roughly zero equity (shareholders' funds)."

A further \$120m capital increase this year will give the company a positive equity position. That would mark the end of the financial support from

Fiat, he promised. "We are generating profits and cash, so we will be paying dividends."

If New Holland's early years were worse than expected, its current financial performance was better, said Mr Garuzzo. More than half of last year's turnaround could be attributed to efficiency improvements with the rest based on increased volume and a better sales mix.

On balance, currency changes had been a slight help but selling prices had not improved much.

Mr Garuzzo said New Holland's twin strategy was to make high-technology machines for the developed world and more basic equipment for developing countries.

Already, 35,000 New Holland tractors are produced each year under licence in Turkey, Pakistan and India, and Mr Garuzzo said he would not be surprised if half its tractor sales, by volume, were outside Europe and North and South America by the end of the century.

Traditional markets would still produce greater profit because the more sophisticated machines have higher margins. Mr Garuzzo is particularly interested in developing New Holland's presence and product range in India, where it already has a minority stake in Escort Tractors. "The market will grow in sophistication, if not in the number of tractors sold," he said.

China was a less immediate priority, he said, and it was too early for New Holland to establish a presence there.

Tembec in C\$300m bid for rival

By Robert Gibbons in Montreal

Tembec, an east Canadian timber, specialty pulp, newsprint and cardboard producer, has launched a bid worth more than C\$300m (US\$220m) for competitor Malette.

The two would form an integrated forest products group with annual sales of more than C\$1bn, modern mills in Ontario and Quebec, and ample fibre resources.

Mr Gaston Malette, founder-chairman of Malette who controls nearly all its senior voting stock, will tender his shares to the bid.

Analysts expect the bid to achieve more than the required two-thirds acceptance from subordinated voting shareholders.

Tembec is offering C\$16.50 cash per Malette share, or alternatively 1.138 Tembec shares. It would also assume Malette's debt. Malette shares

had been trading at about C\$15 before the bid was announced. Bepap Enterprises, the big North American timber, pulp and coated paper producer, is definitely not for sale, Mr George Petty, chairman, told the annual meeting yesterday.

"We, too, have heard the takeover rumours but I own 25 per cent of the shares and management a further 4 per cent," he said. "We're no sitting duck and a lot more shares are in friendly hands."

Silicon Graphics and Spielberg join forces

Silicon Graphics, a US computer software group, and entertainment concern DreamWorks SKG have announced a \$50m joint venture to set up a digital animation studio to bring new production techniques to movies, AP-DJ reports from Mountain View, California.

Most of the investment will come from Silicon Graphics,

a maker of special effects software and computer workstations.

DreamWorks SKG is the Los Angeles entertainment company recently formed by Hollywood director Mr Steven Spielberg, with Mr Jeffrey Katzenberg and Mr David Geffen. Its biggest outside investor is Mr Paul Allen, a co-founder of software group Microsoft.

This announcement appears as a matter of record only.

June 1995

LB Rheinland-Pfalz Finance B.V.

(Incorporated under Dutch Law as a limited liability company in Amsterdam, The Netherlands)

DM 1,000,000,000

7¼ per cent. Notes of 1995/2005

Unconditionally and Irrevocably Guaranteed by

Landesbank Rheinland-Pfalz - Girozentrale -

(Incorporated under Public Law in the Federal Republic of Germany)

Lehman Brothers Bankhaus Aktiengesellschaft Morgan Stanley Bank AG

Landesbank Rheinland-Pfalz - Girozentrale -

ABN AMRO Hoare Govett

Paribas Capital Markets

Bayerische Landesbank Girozentrale

Banque Paribas (Deutschland) oHG

Commerzbank

Caisse des dépôts et consignations GmbH

Aktiengesellschaft

Dai-ichi Kangyo Bank (Deutschland) AG

Deutsche Bank

Dresdner Bank

Aktiengesellschaft

Aktiengesellschaft

Goldman, Sachs & Co. oHG

Industriebank von Japan

Lehman Brothers

(Deutschland) Aktiengesellschaft

Norddeutsche Landesbank

Merrill Lynch Bank AG

Girozentrale

Salomon Brothers AG

Schweizerische Bankgesellschaft

Schweizerischer Bankverein

(Deutschland) AG

(Deutschland) AG

Südwestdeutsche Landesbank Girozentrale

Westdeutsche Landesbank

Girozentrale

Italian Lire 100,000,000,000

CREDIOP S.p.A.
CREDITO PER LE IMPRESE E LE OPERE PUBBLICHE

Credito per le Imprese e le Opere Pubbliche Società per Azioni
Floating Rate Notes Due 2001

In accordance with the provisions of the Notes, notice is hereby given that for the interest period from May 31, 1995 to November 30, 1995 the Notes will carry an interest rate of 11% per annum. The amount of interest payable on November 30, 1995 will be Italian Lire 55,150,885 per Italian Lire 1,000,000,000 principal amount of Notes.

By: The Chase Manhattan Bank, N.A.
London, Agent Bank

June 2, 1995

ABTRUST ATLAS FUND
Société d'investissement à capital variable
Registered Office: 13 rue Goethe, L-1637 Luxembourg
R.C. Luxembourg 827.229

DIVIDEND NOTICE

At the Annual General Meeting of Shareholders held on 26 May 1995 it was resolved to pay the following dividends:

UK Growth of Income Portfolio GBP 0.062 per share
to shareholders on record on 26 May 1995 with an ex-dividend date of 29 May 1995 and a payment date of 9 June 1995.

Paying Agent:
Bank of Bermuda (Luxembourg) S.A.
13, rue Goethe
L-1637 Luxembourg

FORD CREDIT EUROPE PLC
£200,000,000 FLOATING RATE NOTES DUE 1996

Notice is hereby given that the Rate of Interest has been fixed at 6.9825% and that the interest payable on the relevant Interest Payment Date December 1, 1995 against Coupon No. 4 will be £34.91 in respect of £100,000 nominal of the Notes and £349.08 in respect of £10,000 nominal of the Notes.

June 2, 1995
By: Citibank, N.A. (Issuer Services), Agent Bank **CITIBANK**

CARLTON COMMUNICATIONS PLC
EXCHANGEABLE CAPITAL SECURITIES AND BEARER SECURITIES

Carlton Communications Plc ("Carlton") published its results for the six months ended 31st March 1995 on 1 June 1995. Copies of the half yearly report are available to holders of Carlton's Exchangeable Capital Securities ("Ex-Caps") and to holders in bearer form of Carlton's 7-1/2% Convertible Subordinated Bonds due 2007 ("Bonds") from Carlton's registered office at 15 St George Street, Hanover Square, London W1R 0LU and from Morgan Guaranty Trust Company of New York (Global Trust and Agency Services Department) 60 Victoria Embankment, London EC4Y 0DP for and on behalf of the trustee of the Ex-Caps and of the Bonds.

FINANCIAL TIMES CREDIT RATINGS
international

A unique quarterly source of reference from Financial Times Financial Publishing, essential to all players in the international credit markets - borrowers, investors and intermediaries alike.

For a FREE sample booklet contact:
Catherine O'Keefe,
Financial Times Financial Publishing,
Maple House,
140 Tottenham Court Road,
London W1P 0LE, England.
Tel: +44 (0) 21 896 2284
Fax: +44 (0) 21 896 2284

FT
FINANCIAL TIMES
Financial Publishing

World patent for sale.

Estimated profit in the next 10 years: Approx. US-\$ 100,000,000,000 (one hundred billion US-Dollar). The patent item achieves through a new combustion-technology:

Features:

- more than 50% reduction in fuel consumption in case with injection device on the basis of KE-Jetronic and Motronic.
- Substantial reduction of harmful emissions
- Special electronic device protecting the engine against over-speeding with different action in warm or in cold condition.

Example: excerpt from the last test of Jaguar XJ40, produced in 1994.

	consumption	HC ppm VOL
Without reactor	16,2 liter per 100 km	42
With reactor	6,56 liter per 100 km	9

Commercial Advantages - No Risk Investment:

- Manufacture uses traditional engineering plants
- Worldwide application
- Protected by international patents
- Very large market for products

Technical Advantages - Standard Technology - Standard available parts

Usage: Motor Cars - Lorries - Busses - Aeroplanes - Helicopters
Diesel Engines for Ships and similar - Oil Field Heating Systems
Turbines for Jets

The first samples for serial production for building-in into cars are available, the tests for exhaust fumes, efficiency and consumption are officially verified.

By order of our client we are asking interested parties to make a suitable written offer addressed to the agency authorized by the patentholding company: Bärli & Partner, Lugeck 4, A-1010 Vienna/Austria, Fax: +43-1-512 24 69

Standard Chartered

Standard Chartered PLC
(Incorporated with limited liability in England)

£150 million Subordinated Floating Rate Notes due 1996

In accordance with the provisions of the Notes, notice is hereby given that for the three month period from 31st May 1995 to 31st August 1995, the Notes will bear interest at the rate of 6.7875 per cent per annum.

Interest per £5,000 Note will amount to £85.54 and will be paid for value 31st August 1995 against surrender of Coupon No 37.

West Merchant Bank Limited
Agent Bank

INTERNATIONAL COMPANIES AND FINANCE

National Mutual tumbles to net loss of A\$30.7m

By Nikki Test

In Sydney

National Mutual, the Australian life insurer in which France's AXA group is seeking to acquire a 51 per cent stake in return for an A\$1.1bn capital injection, yesterday reported a net loss of A\$30.7m (US\$22.1m) for the half-year to end March.

The insurer, which calculates the results under its own "capital-raising plan methodology" and (like most Australian insurers) includes both realised and unrealised investment gains/losses in the numbers, said that the figure compared with a A\$20.6m profit a year earlier.

It said that premium income dipped slightly to A\$1.17bn from A\$1.15bn in the first half of 1994-95, but that the investment contribution fell much more sharply, to A\$145m from A\$232m.

The latter figure comprises investment income of A\$351.9m, compared with A\$358.4m, offset by A\$206.7m of realised and unrealised investment losses, compared with a

A\$15.2m loss last time.

Payments under policies were down to A\$1.38bn from A\$1.9bn a year ago, but the positive adjustment in policy-related liabilities was smaller - A\$411m against A\$915m.

Operating expenses were A\$262m, against A\$292m a year earlier.

This left earnings before tax more than halved to A\$105m from A\$225m. National Mutual then enjoyed a A\$86m (A\$8m) tax surplus, but after "earnings credited to policyholders" of A\$222m, against A\$210m, the group was left with a A\$30.7m loss.

Statutory reserves fell by A\$78m to A\$1.39bn.

The AXA deal was announced in January, but policyholders have yet to approve the demutualisation scheme, and associated issue of shares to the French group.

This process - which will require a 75 per cent approval level - is expected to get under way shortly. If it is successful, National Mutual would expect to list its shares within two years.

Reprimand for Morgan Stanley's HK arm

By Simon Holberton

In Hong Kong

Morgan Stanley Asia Limited, the Hong Kong arm of the US investment bank, was yesterday reprimanded by the Securities and Futures Commission, Hong Kong's corporate watchdog, for allowing four employees to trade securities without a licence.

The Hong Kong reprimand follows the £240,000 (\$381,000) fine which the UK's Securities and Futures Authority levied on the US bank for breaches of financial services regulations - the largest fine imposed by the authority.

It emerged on Tuesday that Morgan Stanley had also offered compensation of about \$30m to five clients who suffered losses on their investments. It also paid for the costs on the UK authority's investigation.

In Hong Kong, the commission said Morgan Stanley had also failed to provide sufficient internal procedures to ensure that those needing registration were registered.

It noted, however, that in considering the level of penalty to be imposed on Morgan Stanley - a warning letter - it took into account the bank's co-operation with the inquiry, and its prompt introduction of procedures and management controls to ensure that staff were properly registered.

The commission said that it also took into account the fact that the investor, in Hong Kong or overseas, had been financially prejudiced by the late registration.

Philip Morris may be sued over Slovak unit

By David Wighton

Philip Morris, the US tobacco and foods group, is being threatened with legal action over the treatment of minority shareholders in its Slovak chocolate subsidiary, Figaro.

Institutions with 11.8 per cent of Figaro's shares have said they will take the company to court unless it changes its response to their request of a special shareholders' meeting. The company insists it has complied with all legal requirements.

Following the requisition on May 9, the company said it would hold an extraordinary meeting at the same time as the annual meeting on June 16. But the dissenting shareholders, led by Czech fund manager Prague Capital Partners and US arbitrage firm Wyser-Pratte & Co, said the company had failed to publish details of the agenda they requested.

The shareholders have accused Kraft Jacobs Suchard, the Philip Morris subsidiary that manages Figaro, of depressing profits by channeling sales through other group companies and exacting high management charges.

MAS airline operations find going tough

Malaysian carrier shows overall improvement, but analysts are disappointed, writes Kieran Cooke

Malaysia Airlines (MAS), one of Asia's most ambitious but financially unpredictable carriers, has revealed mixed year-end results with improvements in overall group profit but reflecting continuing difficulties in airline operations.

Group pre-tax profit for the year to March 31 1995 was M\$148m (US\$69m), compared with a pre-tax profit of M\$16m last year. Turnover increased by 17 per cent to M\$4.78bn. The MAS board is recommending a final dividend of 7 cents, compared with 2 cents last year.

Mr Tajudin Ramli, a Malaysian entrepreneur who took control of MAS in a highly leveraged M\$1.79bn deal last year, said he was more than satisfied with the results. But he admitted that in spite of a considerable upturn in the international airline industry and a reorganisation of MAS's management structure, the group's airline operations were still not making money.

Mr Tajudin said associated activities such as catering and duty-free operations had contributed to the improvement in overall performance.

MAS was reluctant to divulge many financial details. It said there was high growth in income from leasing aircraft but would not say how much was involved. MAS both leased out and leased in aircraft during the year. Analysts say it is not clear if the costs from leasing in aircraft were included in the figures.

"These results are well below market expectations," said a Singapore-based airline industry analyst. "MAS is operating in the most buoyant airline market in the world. It should be showing some better figures by now."

MAS has always had big ambitions. In the early 1980s, when the global airline industry was in recession, the Malaysian carrier announced one of the world's most comprehensive fleet expansion programmes, ordering 72 aircraft for delivery over the 1991-96 period costing a total of M\$10.6bn. MAS is now the biggest operator of Boeing 737-400s outside the US.

MAS said the purchases were needed to meet the needs of a fast expanding market, particularly in the east Asia region. But the expansion programme has resulted in a steadily mounting debt: MAS said its net debt now stood at M\$9.6bn.

Finance charges rose by M\$143m, or 77 per cent, in the last year: analysts say debt could soar to more than M\$6bn by next year. At the end of 1992, MAS raised US\$700m in what was Malaysia's biggest rights issue. Analysts predict another cash call in the next 12 months, though Mr Tajudin said yesterday that this was unlikely.

MAS has expanded its capacity by 19 per cent over the last year and passenger and cargo traffic grew by a similar amount. However, the overall load factor - seen as an important barometer of performance in the industry - improved only marginally to 64 per cent.

The load factor of neighbouring Singapore Airlines (SIA) is 70 per cent. SIA is competing fiercely with MAS on many routes: unlike the Malaysian carrier, SIA is debt-free.

Investors have pinned their hopes on Mr Tajudin and his new team. MAS shares have

MAS passenger and cargo fleet

Passenger	On	Leased in	Leased out	On order	Option
747-400	10				
747-300					
A300	1		1		
737-400	39	5	5	2	5
F50	11		2		
Freight					
747-200	2				
737-300F	2				

Source: MAS

* To be converted ** To be leased in July

been climbing steadily on the Kuala Lumpur market over the last 18 months - from M\$5 at the beginning of 1994 to just under M\$9 now.

Mr Tajudin, who has multi-million dollar interests in telecommunications, tourism and transport, has cut staff and divided MAS operations into autonomous "profit centres". Capacity has been added to lucrative long-haul routes, particularly those to Europe. MAS has been at the forefront of a price war among Asia's airlines, cutting fares on some routes by as much as 30 per cent.

From yesterday MAS is operating 14 flights a week to London under a code-sharing agreement with Virgin Atlantic. The Virgin arrangement will also operate on MAS flights to Australia. A further

code-sharing arrangement has been agreed with British Midland on routes within the UK and to Dublin.

MAS is also opening new routes to North America. Meanwhile, MAS has bought stakes in smaller carriers in Cambodia and the Maldives. "Our ambition is big, very big," says Mr Tajudin.

Analysts are holding their breath, however. They point out that though MAS is now fully privatised, the government still retains a "golden share". MAS is still burdened with many loss-making domestic routes.

Domestic fares were increased by up to 20 per cent in 1993. The government, battling to counter inflationary pressures in the fast-expanding economy, is unlikely to countenance further fare increases. MAS said that over the past year, revenues on its international routes grew by 19 per cent. However, on local routes there was only a 1 per cent rise.

The government has made various announcements concerning the formation of a second airline which would take over many local routes, but negotiations have stalled.

Meanwhile, some loss-making international routes - to Mexico City and Buenos Aires - seem to have been inaugurated more to raise Malaysia's global profile than for commercial reasons. Mr Tajudin said there were no plans at present to cut these routes.

MAS is forecasting a better performance over the coming year, but observers will be keeping their seat belts firmly fastened in the months ahead.

Renison Gold close to winning Pancontinental

By Nikki Test

In London

Renison Goldfields, the Australian mining group in which Hanson, the UK conglomerate, holds a 40 per cent stake, yesterday claimed to be close to victory in its hotly-contested A\$500m (US\$360m) bid for Pancontinental Mining.

It said that, as of mid-morning, it controlled 42.9 per cent of Pancon's equity, and claimed to have written confirmation of intentions to accept its offer for a further 18m shares.

By late-afternoon, the former figure had risen to 49.1 per cent, with an additional 5m potential acceptances. If all these acceptances materialised, Goldfields - the Renison bid

vehicle - would control more than 50 per cent of Pancon.

However, Pancon directors said they had no intention of conceding defeat at this stage, and condemned the Renison use of "phantom" acceptances - that is, those that have not actually been received - in calculating the number. Pancon's shares closed 8 cents higher yesterday, at A\$2, while Renison remained unchanged at A\$4.30.

The bidder has set today as the deadline by which it wants to achieve 50 per cent acceptances, in order to declare its bid unconditional, saying that the offer will otherwise lapse. But Pancon has also disputed this cut-off, saying it is "artificial" and "self-imposed".

Bank Bira profits soar in first quarter

By Manuella Saragosa

In Jakarta

Bank Bira, one of Indonesia's leading banks in commercial paper lending and domestic loan syndication, said its net profit for the first quarter rose more than 100 per cent on rapid growth in total assets and fee-based income.

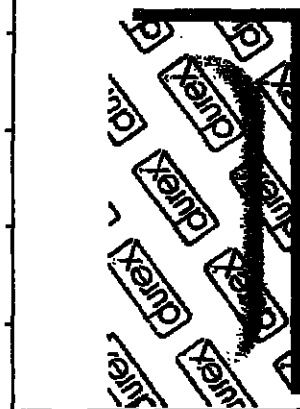
Bank Bira, which was listed on the Jakarta stock exchange in an initial public offering last July, said net profit in the first quarter rose to Rp6.4bn (US\$2.9m) from Rp2.9bn in the same period of the previous year.

Funds raised from the IPO were used to increase the bank's assets, which stood at

Rp1.392bn on March 31 1995 compared with Rp666bn a year earlier. Growth in assets has resulted in an increase of 120 per cent in interest income, which totalled Rp52.6bn in the first quarter this year.

The bank has stepped up its activities in commercial paper and loan syndication in the past year, with the result that fee-based income grew by over 200 per cent to Rp7.6bn in the first quarter.

Among the facilities arranged by Bank Bira are a US\$50m syndicated loan for an Indonesian ceramics company and a US\$31m loan for the construction and development of the Ritz-Carlton resort in Bali.



An encouraging start.

In the first year of recovery after the Rights Issue, our performance is very encouraging. We are particularly pleased with the progress made in reducing borrowing and gearing and with the growth in our core businesses.

Health and Personal Products achieved overall growth of 5.5% to £286.7 million (1994: £271.8 million). The Group's core thin film barrier protection products achieved "underlying" sales growth for the year of 14.4%, after adjusting for currency movements, brand disposals and promotional smoothing.

Sales of our family planning products increased to £100.4 million (1994: £92.9m) with underlying growth of 9.0%.

We launched our new polyurethane condom, Avanti, in the western states of the USA in November. It has already achieved a 3% value share of the region.

We again achieved significant growth in surgical gloves, with an

FINANCIAL HIGHLIGHTS		
	94/95 £m	93/94 £m
Sales	318.1	306.6
Sales excluding photoproducts	286.7	271.8
Operating profit pre-exceptionals	26.6	7.5
Pre-tax profit/ (loss)	15.2	(175.1)
EPS	4.02	(90.62)p*
DPS	1.00p	NIL

*As restated

increase in sales of 32.8% to £51.4 million (1994: £38.7 million). Underlying growth was 27.1%.

We have reduced our gearing to under 40%.

The new year has begun positively, with encouraging signs for further recovery and future growth. We continue to gain market share in our core businesses, while the benefits of our rationalisation and cost reduction programmes are beginning, and will continue, to flow through.

London International Group plc
Innovators in Thin Film Barrier Technology

35 New Bridge Street, London EC4V 6BJ

durex

MAGNET

HATU

Shark

BIOGEL

KINGTAX

RAMSES

RAMSES

RAMSES

RAMSES

RAMSES

The above brands are trade marks of subsidiary companies of London International Group plc

On 31 May 1995 the Fleming Fund Management advertisement was published in error. Please find below the correct version.

FLEMING FLAGSHIP FUND

Société d'Investissement à Capital Variable
European Bank & Business Centre, 6, rue de Trèves,
L-2653 Luxembourg, Grand Duché de Luxembourg
R.C. Luxembourg No. B 9478

As the first Extraordinary General Meeting held on 15 May 1995 did not have the required quorum of one half of the shares outstanding, the shareholders are hereby convened to a

Second Extraordinary General Meeting

to be held on Wednesday 14 June 1995, at 14.30 hours at the registered office of the Company, European Bank & Business Centre, 6, rue de Trèves, L-2653 Luxembourg, with the following agenda:

- To amend and complete Article 21 of the Articles of Association, to permit the Board of Directors to extend the period for redemption proceeds, to such period not exceeding fifty business days, as may be required due to prevailing conditions in certain markets in which future classes of the Company may invest.
- To amend Article 4, first paragraph, second sentence of the Articles of Association by adding the word "subsidiaries" after "branches".
- To complete Article 16 of the Articles of Association by adding the following paragraph: "Investments of the Company may be made either directly or indirectly through subsidiaries, as the Board of Directors may from time to time decide. Reference in these articles to 'investments' and 'assets' shall mean, as appropriate, either investments made and assets beneficially held directly or investments made and assets beneficially held indirectly through the aforesaid subsidiaries".
- To complete Article 28 of the Articles of Association by adding the following paragraph as penultimate paragraph: "(vii) while the net asset value of any subsidiary of the Company may not be determined accurately".

The shareholders are advised that no quorum is required for the holding of this Extraordinary General Meeting. Resolutions will be validly adopted if voted in favour by a two-thirds majority of the shares present or represented at such meeting.

In order to be entitled to attend the meeting, holders of bearer shares must deposit their bearer share certificates seven days prior to the meeting with the following institution:

Kreditbank S.A. Luxembourg, 43, boulevard Royal
L-2955 Luxembourg, Grand Duché de Luxembourg

Shareholders who cannot personally attend the meeting may at any time act by proxy using the prescribed form of proxy (available at the registered office of the Company) and return it at least seven working days prior to the date of the Extraordinary Shareholders' meeting to the Company, c/o Fleming Fund Management (Luxembourg) S.A., L-2888 Luxembourg.

By Order of the Board of Directors: HENRY C. KELLY, May 1995

Change of denomination: In addition, shareholders are informed of the change of denomination from USD to DM as of 1 July 1995 of the following Funds: FFF-Fleming Continental European Fund, FFF-Fleming Eastern European Fund, FFF-Fleming European Fund, FFF-Fleming European Smaller Companies Fund, FFF-Fleming International Equity Fund.

FLEMINGS

RECRUITMENT

No subject is more prone to fashionable theorising than employment. Apocalyptic talk about the "end of the job" and "the abolition of work" has grown among employment gurus in recent years as they have trumpeted the arrival of what they call the "new" flexible labour market.

The full-time permanent job is being rapidly replaced by the greater use of subcontracting and temporary work, as well as an increased autonomy in hiring and work allocation by skilled work groups and greater managerial discretion in the workplace in the making of employment decisions.

These trends are more developed in the US than in Europe. As Mr Peter Cappelli, co-director of the US-based independent National Center on the Educational Quality of the Workforce, told a conference this week in Washington, all of this was familiar in work organisation in pre-1915 America.

He said at that time there was the "putting out" system where piece-rate contracts were negotiated with home workers; "internal contracting" which covered contractors working inside the company; and the "drive" system which

JOBS: Is the 'new' flexible labour market a return to the past? asks Robert Taylor

Subcontractors and temporaries take over

provided foremen with complete autonomy in the workplace.

Their common theme, Cappelli argued, was "the absence of a system of formal rules for managing employees and heavy reliance on markets and individual contracting".

After the first world war, employers found it was more efficient for them to manage employment inside the company rather than through market-based contracting. It ensured "predictability and order" in the workplace, reduced "costly and time-consuming" efforts in enforcing contracts, and reflected scientific management where each job had a narrowly specified description.

These features characterised the 20th century organisation of work that "helped insulate employment from the pressures of competitive product and labour markets".

But Cappelli argues that in recent years, changes in market preferences have made

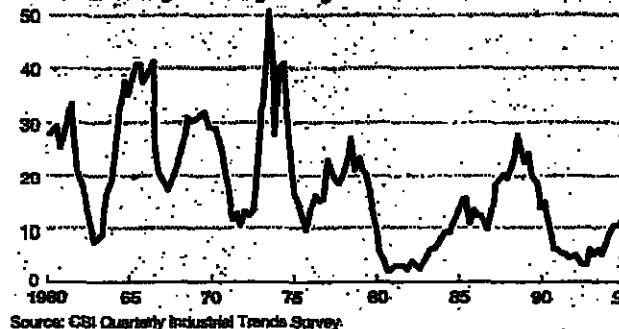
fixed investments like long-term labour costs obsolete much more quickly as development time has been cut drastically. Increased competition has added to the pressures on the internal employment system, while in the US trade union decline and laws making it more expensive to hire full-time workers have enhanced the strategic advantage of a return to the market-based contract culture of pre-1915 America.

The results have not all proved beneficial, particularly for workers. It has meant "less job security, especially for employees whose characteristics seem to put them in the 'core' of the workforce, more job switching, flatter job hierarchies that are more difficult to enter and to move up, and compensation and training decisions that are more governed by the outside labour market".

Changes in work demand special skills and training which assumes greater

The shortage of skilled labour

% of manufacturing firms citing shortage as a constraint 1980-95



Source: CSI Quarterly Industrial Trends Survey

employee attachment and tenure to ensure firm-specific investments pay off, but instead attachment of the worker to the firm seems to be weakening. The growth in occupation-specific skills makes it less attractive to individual employers to train because they may not recoup the investment made in their workers who become more marketable. As a result, work-

ers themselves will have to develop their own skills and manage their own careers with a likely decline in work-based training.

Cappelli warns of the "distributive justice aspects" of these trends. He points out that at present employers are initiating and reaping gains from the changes in the employment relationship with their strengthened bargaining

position through the decline in real wages, rise in job insecurity and spread of involuntary part-time employment.

It has become a cliché that the UK economy - unlike others in western Europe - suffers from the consequences of persistent skill shortages. But in a spirited rebuttal to the conventional wisdom, Mr Peter Robinson, from the independent Centre for Economic Performance at the London School of Economics, argues the familiar picture needs challenging.

"The current incidence of reported skill shortages is low by historical standards," he asserts. In January the Confederation of British Industry found only 10 per cent of manufacturing firms reported their output would be limited over the coming four months by skilled labour shortages. But during the period from 1980 to 1975, an average 24 per cent of firms reported such shortages as an output constraint with peaks of 42 per cent in June 1986 and 51 per cent in October

1973. The picture improved to 28 per cent in 1988.

Posing the question of whether a gradual and sustained output recovery, with an annual 3 to 4 per cent growth rate sufficient to cut unemployment by one percentage point a year, would lead to skill shortages large enough to stimulate significant additional wage inflation, Robinson answers with a resounding No. He believes what labour shortages the UK suffers from have "minimal implications for wage inflation". He argues the "real" skill shortages in the labour market lie primarily among professional and technical occupations, seen in the demand for certain kinds of teachers, nurses, engineers and technicians.

But since 1988 there has been a "significant increase in higher education enrolment" which he believes "augurs well for the general supply of highly qualified labour". He also believes some genuine skill shortages "probably" exist

among certain craft and other intermediate skill occupations, but he believes it remains unclear just how "many of the recruitment problems faced by employers are to do with individuals lacking appropriate qualifications as opposed to appropriate experience or personal skills".

"It is hard to conclude from the evidence that British employers are reporting they face shortages of tens of thousands of craft workers so it is not clear the authorities' need to sponsor vast training schemes," he says. He urges more "small scale, well targeted high quality programmes". In a message that will please the government, he believes "renewed wage and price inflation may well threaten in the event of another external shock to the economy, but skill shortages in the 1990s do not pose a major threat to a sustained gradual economic recovery".

1 Rethinking Employment by Peter Cappelli, taken from Change at Work a forthcoming book from Oxford University Press. 2 Skill Shortages and Full Employment: How Serious a Constraint? by Peter Robinson, Centre for Economic Performance, London School of Economics.

European Bond Economist

Excellent Salary and Benefits

We represent a major international securities house who are seeking to recruit a talented individual to join its highly successful bond strategy team as a European Economist focusing particularly on the French and German markets.

Ideally aged mid to late 20's, candidates should have a strong economics background, preferably with a masters degree. A minimum of 2 years' experience in a bond environment would be an advantage. A high standard of written work and the ability to meet deadlines are essential and fluency in a second language, especially French or German, would be an asset.

For a confidential discussion please contact Patrick Morrissey. Tel: 0171-236 2400, Fax: 0171-236 0316 or apply in writing to Sheffield-Haworth Limited, Prince Rupert House, 64 Queen Street, London EC4R 1AD.

SHEFFIELD-HAWORTH

Consultants in Search and Selection

JAPAN/HK EQUITY FUND MANAGER

A leading international insurance company is seeking a Japanese/HK equity fund manager for its City based Investment Office. The post will involve considerable autonomy for the right candidate working within a small specialised investment team.

The essential attributes for the position are:

- At least four years experience managing Japanese equity funds
- Established performance record
- In depth knowledge of Japanese market and economy
- Some experience of managing Hong Kong equity funds
- IIMR or IMC qualification advantageous

An attractive salary and comprehensive benefits package will be offered, depending on experience.

Please apply in writing, enclosing your CV to:

Box 5553, Financial Times,
One Southwark Bridge, London SE1 9HL

INVESTMENT MARKETING MANAGER

Scotland

Our client, as part of an expanding blue chip organisation with assets under management of around £60 billion, is a highly successful Life Assurance, Pension and Investment Management company. As part of a structured development programme they now seek to recruit an additional Investment Marketing Manager.

Reporting to the Head of Investment Marketing you will assist, develop and maintain an effective and proactive investment marketing service in order to support our client's marketing and sales effort and their IFA client base.

Key responsibilities will include: providing investment expertise and specialist knowledge to assist the development of new and existing business; act as a liaison in respect of investment related matters between IFAs and other external parties; provide regular written investment reports and develop investment marketing literature. There will also be involvement in their growing broker managed fund operation.

You should hold a degree or relevant professional qualification with a minimum of 5 years investment-related experience, ideally combining Investment Marketing with Fund Management. In addition you will have a proven track record of success in giving formal presentations, possess excellent marketing skills with the ability to communicate fluently. In addition you should have the ability to organise time effectively, work to tight deadlines and be able to work with minimum supervision.

Applications in strictest confidence, providing salary details to: Karen Mairs, Search Co-ordinator, Fletcher Jones Ltd, 10 Castle Street, Edinburgh, EH2 3AT. Tel: (0131) 226 5709, Fax (0131) 220 1940.

FLETCHER JONES

search and selection

TECHNOLOGY ANALYST/ FUND MANAGER

MID 20's

CITY

The company is one of the most respected independent fund managers and a leader in investing in the technology field. It has a number of specialist funds and is expanding into Europe and Asia from a substantial US and UK base. The company is committed to expanding its technology investment business.

As an Analyst/Fund Manager you would work with, and stand in for, the Director responsible for technology. After a lead in period you would take responsibility for a fund. You would be expected to apply rigorous methods of stock selection with frequent company visits.

You need to have been very well trained as an Analyst/Fund Manager and have an enthusiasm for and understanding of the technology sector. The company will provide a good performance related package and prospects for progression are excellent.

Please write in confidence, giving full details of your training and experience, to Terence Hart Dyke, consultant to the company, at Haley BDC, 63 Mansell Street, London E1 8AN.

HALEY BDC

Looking Good For Your Future

FUND MANAGEMENT Asian Equities

Scottish Widows' Investment Management is the investment management operation of the Scottish Widows group with around £19bn under management. Our modern, custom-built offices are attractively located in the historic city of Edinburgh.

This is an exciting opportunity for highly motivated individuals to join a dynamic and successful team currently managing £700m in Far East equities, in a variety of types of portfolios.

A key player in strengthening and expanding our expertise in this specialised area, your credentials must include a minimum of 3-5 years experience in portfolio management in Far East markets and proven stock-picking ability with a discernible track record. You should also have a strong academic background. Good communication skills and the ability to work effectively within a small team environment are also essential qualities.

This is a significant career opportunity with an attractive remuneration package, including performance bonus. If you fit the profile and wish to face the challenge please write, enclosing CV, to: Neil Leitch, Personnel Department,

Scottish Widows' Investment Management Limited,
15 Dalkeith Road, Edinburgh EH16 5BU.

SCOTTISH WIDOWS

APPOINTMENTS ADVERTISING

appears in the UK edition every Wednesday & Thursday and in the International edition every Friday

For further information please call:

Andrew Skarzynski on
+44 0171 873 4054

Stephanie Cox-Freeman
+44 0171 873 3694

Joanne Gerrard on
+44 0171 873 4153

Bloomberg FINANCIAL MARKETS

Client Support

Use your front office experience in a front line role

This is an opportunity for young, professional people with experience gained in the financial markets to develop their career in a world leading company.

Bloomberg is a rapidly growing supplier of sophisticated screen based news, information and decision support services within the international financial markets.

Expansion of the business and internal promotion has created opportunities for client support staff to join the Analytics Desk. You will provide support to customers in the UK and Europe handling questions on the use of the Bloomberg to support trading activity.

To be considered you must have an understanding of financial instruments such as fixed income or equities. You should have 1-5 years experience probably gained in a trading or support role in the front office. Applicants who have used the Bloomberg will be of particular interest, as will those with a second language.

High professional standards, a positive and enthusiastic approach and the ability to work well under pressure are essential.

To apply contact The Freshman Consultancy during office hours on 0171-721 7361 or send your CV by post or fax quoting reference FT/CS.

FRESHMAN

The Freshman Consultancy, Coppergate House, 16 Brune Street, London E1 7NJ
Telephone: 0171-721 7361 Facsimile: 0171-721 7362

Direct Profit Share +
excellent salaries

UK Merchant Banking
Group

City

Team

Unrivalled opportunity for an effective financial services team to contribute to the development of this well-known and long-established group. The bank has strengths in UK commercial and investment banking, domestic and international investment management, private banking and specialist advisory services with access to a very substantial balance sheet. Through significant investment and imaginative strategies, the bank has successfully developed mainstream and niche businesses realising synergies from integrated marketing.

Applications are invited from the principals of successful teams who want to make a unit move. Principals should have business plans which demonstrate the profitable development of business into the medium term. Substantial potential to contribute to business growth in a bank with a record of accommodating and rewarding successful teams.

Leeds 0113 2307774
London 0171 493 1238
Manchester 0161 499 1700

Selector Europe
Spencer Stuart

Please reply with full details to:
Selector Europe, Ref: F04410258,
14 Grosvenor Place,
London W1A 3AB

PROJECT FINANCE

City based

Competitive Package

Our client is a leading and active investor in major capital projects throughout the world. Now, due to continued growth of its overseas project development, it has identified a need for further expansion of its highly focused Project Finance Team.

The Role

- To take full responsibility for all financing aspects of projects from the earliest stages through to completion including the structuring of equity.
- To provide advice, and co-ordinate the development and arrangement of limited recourse and non-recourse debt facilities for the financing of major capital projects, normally in conjunction with an external advisor.
- Responsible for advising on the structuring and corporate finance issues in respect of overseas projects.

The Candidate

- An in depth appreciation of project risk and good financial modelling skills are essential.

- Applicants should possess the capability and experience needed to successfully lead negotiations of debt facilities.
- Candidates will have gained several years experience in Project Finance or Corporate Finance within a recognised financial institution or industrial sponsor.
- Finally the successful candidate will be an energetic, credible individual who has the confidence to meet the challenges of this demanding role.

Rewards

- Opportunity for a high level of deal exposure and responsibility.
- A high profile role providing external and corporate exposure and close involvement at project level.

If you feel you have the necessary skills and enthusiasm for this role and wish for further information please contact in complete confidence Sean Carr or Richard Lyons.

Telephone: 0171-623 4075
Facsimile: 0171-626 3172

CARR LYONS

Search & Selection Limited

Astral House,
125-129 Middlessex Street
London E1 7JF

VENTURE CAPITAL

Prudential Venture Managers is a leading force in the UK Venture Capital industry. Managing substantial funds, both private and external, the company leads and invests in the larger transactions in its market, particularly management buyouts.

We are now seeking to recruit a small number of young professionals, probably in their mid-twenties to early thirties, to join the existing team. The successful candidates will be expected to participate fully in all aspects of the investment process.

These will include:

- Identifying potential investee companies;
- Assessing investment opportunities;
- Negotiating and completing transactions.

The present team comes from industry, the legal and financial professions, and the venture capital sector itself. We are happy to consider a variety of backgrounds and all candidates will need to demonstrate:

- a high degree of numerical skills;
- excellent analytical skills;
- commercial flair;
- strong communication skills;
- an understanding of and commitment to the venture capital process.

To apply, or for an initial discussion, please write with a full CV to, or telephone: Anthony Jones, Career Plan Ltd., 33 John's Mews, London WC1N 2NS. Tel: 0171-262 5775. Fax: 0171-831 7623.

We are an equal opportunity employer.

PRUDENTIAL
Venture Managers

UK EQUITY RESEARCH

Our client is a major US investment house with substantial assets managed worldwide and a growing business in London. As a result of continuing growth, they are now looking to appoint a UK analyst to work within the pan-European equity team.

Responsibilities of this position will include in-depth analysis of companies including medium/smaller capitalised stocks, by evaluating shares, meeting company management and making recommendations to Fund Managers. Emphasis will be placed on identifying growth companies that will generate long term outperformance. Candidates will need to hold a degree in a relevant subject and have at least 4 years experience of the UK market, preferably in an investment environment. Communication skills and an ability to work in a team are essential.

A competitive salary and benefits scheme is available.

For further information, please call Martin Symon on 0171 623 1266

Jonathan Wren Financial Recruitment Consultants
No 1 New Street, London EC2M 4TP Telephone 0171 623 1266 Facsimile 0171 626 5259

JONATHAN WREN

Ref: E50043

CJA

RECRUITMENT CONSULTANTS GROUP
2 London Wall Buildings, London Wall, London EC2M 5PP
Tel: 0171-588 3588 or 0171-588 3576
Fax No. 0171-256 8501

Intellectually challenging opportunities at the leading edge of research where your input will have a direct impact on fund performance.

CJRA

ECONOMETRICIANS - MODELLING MARKETS AND ECONOMIES

£60,000 - £90,000

LONDON

FAST GROWING LONDON BUSINESS OF A PRESTIGIOUS WALL STREET INVESTMENT FIRM

We invite applications from candidates in their late 20s/early 30s, who must have a post graduate qualification and have had at least 4 years' experience of applied econometric modelling, probably gained within the financial sector, an economic research organisation or academic institution. A sound grasp of macroeconomics is essential. As the selected applicant will be part of a small team that is developing econometric models for various markets and economies. This research group, which includes academics, generates trading ideas for prioritising markets. Essential qualities are flexibility, to have a roll-up sleeves attitude to work, to be willing to deal with a wide range of projects and above all to be an effective team player. Initial salary negotiable £60,000-£90,000. Ref: SE25849/ST

CJRA

£35,000 - £55,000

This same client also seeks applications from younger people who are similarly qualified with less experience. A background of econometric modelling is essential. Ref: JE25849/ST

For both these vacancies some programming experience (in C) is desirable, though not essential.

Applications, in strict confidence, quoting appropriate reference should be sent or faxed to the above address, will be forwarded to our client in the first instance. If there are companies to whom you do not wish your application to be sent, these should be listed in a covering letter addressed to the Security Manager, CJRA.



Old Mutual Portfolio Managers is a rapidly growing asset management company. It has a stable, committed team of investment professionals and has delivered superior investment performance for its clients over several years.

Our performance in Continental Europe places us among the top few companies in industry performance tables over periods between 2 years and 10 years. This performance has attracted substantial new money, including hedge portfolios.

We now wish to recruit an analyst and/or portfolio manager to assist in the management of these funds. The successful candidate(s) will be highly numerate and have at least 2 years experience of European or UK equity markets in an analytical, fund management or broking role.

This is a challenging opportunity to join a highly successful and stable team of investment professionals operating in a culture which supports individual achievement. The remuneration package is unlikely to be an obstacle when we find the right individual.

If this sounds like the opportunity you are looking for then please write, enclosing full curriculum vitae, to:

Talal Shakarshi, European Portfolio Manager,
Old Mutual Portfolio Managers,
2 Bartley Way, Hook, Hampshire, RG27 9XA.

THE BANK OF
NEW YORK

Trade Finance
Officer

The Bank of New York has an outstanding opportunity in its London Office for a Trade Finance Officer. The selected individual will be responsible for developing Asian trade finance business with European institutions across the continent.

Candidates must have a college degree, and at least eight years of successful sales experience in a U.S. or Western European bank. Product knowledge of letter of credit, bank-to-bank reimbursements, collections, and funds transfer is required along with a familiarity with Asian trade practices. Fluency in French, Spanish and/or German is a plus.

We offer a competitive salary and benefits package. Please send your resume to:

The Bank of New York - Personnel/LR-A
One Wall Street, 13th floor
New York, N.Y. 10286
or
fax to LR-A (212) 635-7445.

EQUAL OPPORTUNITY EMPLOYER

US/CANADIAN GOVERNMENT BOND SALESPERSON

The Investment Banking Division of a North American Bank seeks a graduate level salesperson with a minimum of 5 years recent experience selling US Treasuries and Canadian Government Bonds to Institutional Accounts, one year of which should have been based in either the USA or Canada, licensed in Financial Futures and acquaintance with regulatory requirements would be advantageous. Fluency in German essential. An established client base would be preferred. Salary will be commensurate to experience.

Please reply to Box A5553, Financial Times,
One Southwark Bridge, London SE1 9BL

INTERNATIONAL INVESTMENT MARKETING MANAGER

c. £40,000 package + car

London based

CMI is the international arm of the Clerical Medical Investment Group, one of the UK's leading and most innovative financial services organisations. CMI's international funds have produced consistently competitive performance and are held in high esteem in the market place. As a result of significant success (Queen's Award for Export Achievement 1992, plus three recent Micropal performance awards), we now need to fill this position with an experienced professional, based at our offices in St James's Square.

Working closely with the Marketing Director (Funds), you will assist in the development and implementation of marketing strategy for our International Investment funds. This will involve liaison with Fund Advisers worldwide, evaluating and interpreting own and competitor performance and providing relevant sales support material for the international sales team. Worldwide travel may be required.

With at least five years' experience in investment marketing, you will

have investment experience and be familiar with the relevant regulatory requirements. You should also be accustomed to handling media and related PR work. First class presentation skills are essential as is the ability to produce effective communications with customers from a diversity of cultures and backgrounds. Creative, with strong influencing skills, you should have the stature and credibility to make a substantial contribution to the work of a highly professional team.

The excellent benefits package includes non-contributory pension, private health insurance and mortgage subsidy together with plenty of potential for further career advancement within a dynamic, fast expanding international business.

Please write enclosing a full CV explaining why you should be considered, to Debbie England, Clerical Medical International, 15 St James's Square, London SW1Y 4LQ.

Closing date for applications 13 June 1995.

CMI

A MAJOR FORCE IN THE
INVESTMENT WORLD

APPOINTMENTS ADVERTISING

appears in the UK edition every Wednesday & Thursday and in the International edition every Friday. For further information please call:

Joanne Gerrard on +44 0171 873 4153 Andrew Skarzynski on +44 0171 873 4054

Investment Analyst

Personal investor located in Monte Carlo is looking for a fluently bilingual (English - French) investment analyst/administrator. The candidate must have a minimum of 3 years experience in financial markets and investments, a strong analytical background in various classes of investments, and must be comfortable with international counterparts.

Duties of this position include the management of international portfolios, financial research and analysis, and decision-making regarding potential investments.

Applications and CVs are to be sent to:

Andre Marcus Office
33 Bd Princesse Charlotte
Monte Carlo 98000, Principality of Monaco
Tel: 33-93255161 Fax: 33-92 187338

PORTFOLIO MANAGER

International Investment Company is looking for highly skilled professional for a position in the NY office.

Experience required in different kinds of investment analysis, like: Currencies, Stocks, Bonds, Derivatives, and other financial instruments in the OECD and Emerging Countries. An attractive salary and benefits is available. To apply, please write a detailed curriculum vitae and indicating your current remuneration package to:

CARLOS SALEM
923 Fifth Ave, Apt. 14A
New York, NY 10021

0171 623 1266



ATTRACTIVE TAX-FREE SALARY

DUBAI

We are an expanding, professionally managed business Group with a global presence. Our operations are spread over fifteen countries including Japan, Hongkong, Singapore, Taiwan, Korea, U.A.E., Oman, UK, USA and India. Our activities cover a wide spectrum of core areas for the wholesale and retail distribution of consumer durables, electronic goods and the manufacture and distribution of liquor, beer consumer products, tyre and industrial rubber products and engineering products and services. The Group has a turnover in excess of US\$1 billion.

In order to strengthen our Strategic Planning activities for our expansion and acquisition plans for Europe, USA and Far East, we require the following persons to be based in Dubai:

SENIOR EXECUTIVE (CORPORATE FINANCE)

Job: Responsible for planning and raising of capital in the international markets. Job includes liaising and coordination for public floatations of our Group Companies.

Person: High calibre individuals likely to be aged around 30, who will be self-starters having accounting/banking background with excellent inter-personal skills and considerable experience in dealing with investment/merchant banks and international financial institutions. Specific exposure to public floatations, private placements and other areas related to raising of capital, would be essential.

Expatriate terms will be offered including accommodation, medical insurance, transportation and home leave. Interviews will be held in London on 15th & 16th June 1995. Please mail/fax your detailed resume in strict confidence within 10 days to:

Vice President - Personnel & Administration,
Jumbo Electronics Company Limited
Post Box No.3426, Dubai, U.A.E. Fax No.: 971-4-523910

BUSINESS ANALYST

Job: Responsible for the commercial analysis of existing operations and participating in the execution of future development strategies for all business activities. Successful candidates would be required to provide independent and objective advice and interact with decision makers at all levels of business.

Person: Candidates around 30, with suitable accounting/MBA qualifications and more importantly able to demonstrate a strong and successful track record of commercial and professional achievements. Excellent inter-personal and presentation skills and a high degree of self-motivation will be prerequisites.

Business Analysts - London

The eyes and ears of a growing business.

European expansion

As part of one of the world's largest corporations, GE Capital, with worldwide assets of \$200 billion, has interests in 24 different businesses across the globe, each of which is a key player in its niche markets.

We are committed to expanding in Europe and further Business Analysts are required to support an established international, London-based team which reports directly to the Director of Business Development.

What you'll do

Your responsibilities will include:

- assisting in identifying - and providing support in evaluating - strategic opportunities;
- conducting the market research and data gathering for target acquisitions and joint venture partners;
- assisting in determining pricing strategy for acquisitions, joint ventures etc., performing other tasks associated with deal execution support;

What you've done

You must have at least two years' experience of business analysis gained in either a financial services company, investment bank or major consultancy with some exposure to deal execution. In addition we require a relevant degree and a recent MBA from a major business school as well as fluency in French or German.

In return, you can expect a competitive salary and benefits package with a generous, performance related bonus and the opportunity of career progression to a senior management role in a major business component after 18-24 months.

Make contact

To apply, please write with full CV to Allan H Kennel, Managing Director - Human Resources, GE Capital Europe Limited, Clarges House, 6-12 Clarges Street, London, W1Y 8DH England. Fax +44 (0)171 - 973 9416.



GE Capital Europe

An Equal Opportunity Employer
*Not connected with the English Company of similar name

ABN-AMRO Bank

Relationship Manager

ABN AMRO Bank is a leading international bank with more than 1,900 offices in 63 countries.

We are seeking to recruit highly experienced relationship managers to join our Milan and Rome marketing teams.

Dealing with a wide variety of large corporate clients, you will need a minimum of 5 years experience gained in the environment of a sophisticated financial institution with exacting credit standards. A good knowledge of corporate finance and treasury products are required qualifications for these positions, along with effective marketing and communication skills.

You are aged between 28 and 33, educated to university level, and bilingual or native Italian speaker.

Written applications please, with details of current package to

ABN AMRO Bank N.V., Milan Branch
Attn: Human Resources Dept., Mrs. M. Ongerling
Via Mengoni, 4
20121 Milano, Italy
fax: +39 2 72.001.710

LOCAL MARKET RISK MANAGERS

Major European Bank

Frankfurt London New York Sydney Singapore Hong Kong

Our client, a "AA" rated European bank with a sophisticated global derivatives capability, is building up a global market risk group. Successful candidates will preferably have advanced degrees in statistics, mathematics, physics, engineering or related subjects and have more than two years experience in actual risk management or structuring and pricing long-dated derivative products. The positions entail validation of pricing models for derivatives, quantifying the risks of proprietary trading and the necessary hedges for both proprietary trading and customer positions, reviewing monetary value at risk for any given position and its most appropriate and efficient hedge vehicle. Stress testing and simulations will be carried out for significant market movements. Global market risk management will be run from the Head Office, although the local positions will also report to the regional head of capital markets. Salaries and bonuses are well above industry standards.

O'CONNELL ASSOCIATES

Recruitment Specialists in Risk Management
Vicarage House, 58/60 Kensington Church Street, London W8 4DB
Tel 0171 938 4779 Fax 0171 938 2815

CHIEF FOREIGN EXCHANGE TRADER

The London subsidiary of a leading South African based merchant bank which is listed on the Johannesburg Stock Exchange offers a range of core banking services including retail banking, corporate lending, treasury and property lending services.

As part of the expansion of their Treasury function they are now seeking an experienced Chief Dealer with the following specific experience:

- 1) A minimum of five years trading experience in the South African foreign exchange spot and forward markets.
- 2) Detailed knowledge of the South African Reserve Bank regulations.
- 3) A sound working knowledge of the South African money and bond markets.
- 4) A network of contacts on the supply side and demonstrable corporate and institutional contacts on the customer side.

The ideal candidate will be a young dynamic and motivated individual and will have a proven track record in building a successful trading team in the South African currency markets.

They are offering a competitive market related package and the opportunity to help a successful international organisation expand.

Please apply in writing quoting reference CB07 to P O Box A5548, Financial Times, One Southwark Bridge, London, SE1 9HL.

FT/LES ECHOS

The FT can help you reach additional business readers in France. Our link with the French business newspaper, Les Echos, gives you a unique recruitment advertising opportunity to capitalise on the FT's European readership and to further target the French business world. For information on rates and further details please telephone:

Stephanie Cox-Freeman on +44 0171 873 3694

Corporate Communications

AGENCY - DIRECTOR

With significant experience in financial PR you will be one of the best in the business. Probably already a director, you will combine high level corporate counselling skills and management. You will need to show this very profitable consultancy that you can contribute to their mobile business line.

Salary/Executive - Neg.

CITY/CORPORATE COMMS

Media/Analyst relations, financial, new issues and takeovers. This heavy-weight consultancy needs a strong candidate who combines the above with an analytical approach to work on FTSE 100. You had better be good! London - £25,000-£45,000

We have a variety of positions for strong City/Corporate PR professionals with quality contacts and experience.

If you are serious about achieving your potential then...

Contact Jonathan Curtis, Senior Recruitment Officer

Complete confidence

PRICE JAMIESON

RECRUITMENT CONSULTANTS

Tel 0171 580 7782 Fax 0171 436 4789

EMAIL: pr@pricejamieson.co.uk

ONLINE: <http://www.pricejamieson.co.uk>

PARAMOUNT HOUSE, 104-108 OXFORD STREET, LONDON W1N 9FA

PRINCIPAL INVESTMENT ASSOCIATE

c. £30,000 + bonus

Our client is a recognised leader in the leveraged principal investment industry. The Group has recently identified the need for an exceptional young professional to join its team based in London.

As a member of the team you will be involved in all stages of the investment process including identifying potential acquisition targets and transaction opportunities, evaluating the strategic and commercial outlook for potential targets, creating financial models to assess the value of businesses, analysing capital structure alternatives, developing financing proposals, as well as negotiating with vendors and providers of finance.

The candidate will be a graduate of an internationally recognised university with first class honours (or equivalent) undergraduate degree in business/economics. The successful candidate will have training and/or experience with a leading international investment bank and have over 2 years principal investment experience involving the sourcing, assessing and transacting of large scale leveraged buyouts (£50 million +) with a major international investment bank or principal investment firm.

Interested candidates should send their C.V. to:

Box A5551, Financial Times,
One Southwark Bridge, London SE1 9HL

The International Federation of Red Cross and Red Crescent Societies seeks to fill the position of

HEAD, TREASURY

Responsibilities: This position reports to the Director of Finance and is responsible for the management of the Federation's cash and investments directly and through external investment managers. (S)he will contribute to optimising the income generated by the Federation's cash and investments within established policies and guidelines, and minimising the adverse effects of currency fluctuations. Other responsibilities include supervision of the receipt and disbursement of funds; management of the Federation's Liquidity Fund; maintenance of relations with the Federation's banks and of banking arrangements; supervision of banking relations for field delegations; supervision of external investment managers; development and implementation of a system of cash flow forecasting and exposure management; provision of reports as required.

Qualifications: University degree in business or finance or equivalent training, supplemented by a minimum of 5 years experience, 3 of which are in banking or financial management as well as practical experience in foreign exchange and securities trading and in corresponding back-room operations. Familiar with Swiss banking practices. Excellent knowledge of English, good knowledge of French, knowledge of other languages are an advantage.

The position is based in Geneva. The Federation is an equal opportunity employer. Applications to be sent by 31st of May 1995 to:

The International Federation of Red Cross and Red Crescent Societies
Human Resources Department
P.O. Box 372
1211 Geneva 19, Switzerland
Fax: (022) 733 03 95

DERIVATIVE PRODUCTS

Graduate with a good Economics, Engineering, Mathematics or Accountancy Degree

Sumitomo Bank Capital Markets requires recent graduate to join an existing derivative products group, initially as a trainee. Future prospects are excellent for the successful applicant.

Applicants should reply to:

Miss Anna Haselden, SBCL Limited,
4th Floor, Temple Court, 11 Queen Victoria Street,
LONDON EC4N 4TA
enclosing a detailed CV.

SALES PRODUITS DERIVES ACTIONS

CLIENTELE INTERNATIONALE.

Nous sommes une très importante institution bancaire et financière et notre professionnalisme dans le domaine des activités de marchés est largement reconnu.

Dans le cadre du développement rapide de nos activités, nous souhaitons renforcer à Paris notre équipe de vente en intégrant un sales qui interviendra sur toute la palette de produits dérivés actions (convertibles, structurés...) pour le compte d'une clientèle d'investisseurs institutionnels sur une zone géographique définie (Grande-Bretagne, Suisse, Moyen-Orient...).

Vous avez 30 ans environ, vous êtes diplômé de l'enseignement supérieur et vous êtes totalement bilingue français/anglais. Votre expérience de l'ordre de 5 années vous a permis de fidéliser une clientèle d'institutionnels européens ou moyen-orientaux et de développer en toute autonomie une relation de confiance avec vos interlocuteurs. Obligatoirement spécialiste des produits actions, vous êtes idéalement familiarisé avec leurs dérivés. Merci d'adresser votre candidature à notre conseil Marc de SOUZA, département banque/finance, Sirca, 20 avenue de l'Opéra, 75001 Paris (France), sous la référence 800.684 FT.

SIRCA

ANTICIPER LA RÉUSSITE

Investment Analyst

Telecoms

ENEC

CITY

Major international securities house with a highly regarded research department is looking to recruit an additional Analyst to work as part of its Telecoms team. Responsibilities will include detailed company analysis, marketing of the research product to an international client base and support of Corporate Finance/Mergers and Acquisitions activities.

You are likely to be a well qualified graduate, possibly an ACA or an MBA, with City experience and/or industry knowledge. This could have been gained within the industry, for example through strategic planning or business development, as an Analyst, as an industry consultant, or through corporate advisory work. Strong analytical, written and communication skills are essential. You should also be extremely computer literate.

An excellent remuneration package, including full banking benefits will be available for the successful individual.

Interested applicants should forward their Curriculum Vitae to P.O. Box No A5555, Financial Times, One Southwark Bridge, London SE1 9HL.

Are you about to graduate?

A large leading firm of U.S. stockbrokers seeks several hungry high-quality trainees. Exciting career prospects in U.S. equity sales with dynamic and successful organisation.

Please write, enclosing full resume, to: Alan Young, Bakers Human Resources, 30 Farringdon Street, London EC4A 4EA.

SENIOR EXECUTIVE - MARKETING AND MANAGEMENT CENTRALASIA

International consumer trading company requires a senior executive for Central Asia with 5-10 years' marketing and management experience.

Knowledge of Central Asia and its language a distinct advantage.

Attractive salary and benefits package.

Please send CV to Barbara Nadin, Box A552, Financial Times, One Southwark Bridge, London SE1 9HL

ACCOUNTANCY APPOINTMENTS

INTERNATIONAL
TREASURY CONSULTANTA KEY ROLE IN EXTENDING CHASE'S MARKETING EDGE
Global Payment & Treasury Services • Europe • Middle East • Africa

Substantial package

Chase Manhattan Bank is a global leader in the provision of integrated transaction and information services to multi-national corporations. Our product and services capability extends far beyond payments and collections to the delivery of comprehensive solutions covering areas such as exposure, liquidity and investment management. We are successful through a consultative approach to marketing which demonstrates tangible benefits to clients.

A nucleus of treasury experts works in parallel with our regional sales and relationship managers, providing technical advice and guidance, as well as practical assistance throughout the sales cycle.

Chase's consultancy team's strength lies in its 'hands on' senior level experience in treasury operations in industry and commerce, reinforcing our ability to link cash to international treasury management. As a result of continuing expansion, we are seeking an additional treasury consultant to join this influential team of experts.

A good degree, language skills and an international perspective are the primary qualifications. Around ten years' experience with a major

blue chip multi-national or consultancy will have equipped the right candidate with diverse exposure to international treasury management, taxation, accountancy, IT and systems. Outstanding interpersonal, presentation and delivery skills are core requirements. In short, you will now be prepared for a visible consultancy role which will help shape the way we approach treasury services and establish you as an acknowledged authority.

In addition to the negotiable salary, an attractive benefits package includes car allowance, subsidised mortgage, non-contributory pension, private health insurance and performance related bonus.

Send your CV to the HR Resourcing Manager, Chase Manhattan Bank N.A., Woolgate House, Coleman Street, London EC2P 2HD. Please quote ref: DL15/FT on both your application and envelope. Closing date: 30 June 1995.

CHASE MANHATTAN
PROFIT FROM THE EXPERIENCE

City base

ASSISTANT TREASURER

London c.£38,000 + benefits

This major blue chip retail group with an international presence has an opportunity for a highly motivated finance professional looking to develop a career in Corporate Treasury.

The Role

This new appointment offers a wide range of involvement, with the following key responsibilities:

- Financial control responsibility for treasury operations and the analysis of the underlying financial risks inherent in the Group's financial assets, liabilities and flows;
- Evaluation of new financial products and modelling of complex funding and risk management structures;
- Development of management information systems;
- A key member of a small professional team reporting to the

Main Board on all aspects of treasury management and providing support to other areas of the business.

The Person

■ A qualified accountant and qualified ACT (or commitment to studying for the ACT qualification), preferably with two years treasury experience.

- Outstanding analytical skills;
- A team player;
- Strong interpersonal skills, being a self-starter with a flexible approach.

Salary will not be a limiting factor for the right candidate. Excellent career prospects are available within the Group.

Please write enclosing full curriculum vitae quoting ref: 165 to: Nigel Hopkins FCA, London House, 53-54 Haymarket, London SW1Y 4RP. Tel: 0171 839 4572 Fax: 0171 925 2336

NIGEL HOPKINS

FINANCIAL & TREASURY SELECTION



The National Autistic Society

NW London

£35-£40,000 + benefits

The National Autistic Society owns and manages six schools and six adult centres in the UK. In addition to promoting professional and public awareness of the needs of those who live and work with autism, the Society provides training, advisory and information services and maintains and encourages research. The Society has an income of £4m and employs 550 staff.

As a result of the Society's rapid and continuing growth, and in order to allow increased efficiency, there has been a restructuring at the head office. This has led to the opportunity for an experienced and creative finance professional to join the Senior Management Team. Assisted by five staff, you will be responsible for managing all the Society's financial affairs, including those relating to project development, and playing a key role in the Society's strategic development.

This challenging and rewarding role requires a committed, dynamic and energetic team player. You must be a qualified accountant with at least ten years' broad experience gained at management level within a progressive, service led organisation. Although experience in the voluntary sector is not essential, you must have, or rapidly acquire, a clear understanding of the issues currently affecting charities. A strategic thinker, with a practical, commercial approach, you will have excellent interpersonal skills and the ability to build effective working relationships with a wide range of people.

Closing date for applications - 8 June 1995.

To apply please send a CV with salary details quoting ref 1757 to Richard Holland (0171 489 6244). Binder Hamlyn Fry, 20 Old Bailey, London EC4M 7BH.

BINDER HAMLYN FRY

Arthur Andersen worldwide organisation

International Major Blue Chip Plc
Treasury Management

c.£50,000 + Car + Profit Share

London Based

Continuing growth and expansion of our Client, a major household name UK Plc with worldwide operations and a market leader in its sector, has created the need for a pro-active international finance professional or treasury specialist to join its central Group Treasury team.

As Treasury Manager, your primary responsibility will be the provision of Treasury services to the Group's international operating regions, including negotiating the full range of overseas banking services. Your aim will be to optimise group cash resources and minimise the financial risk of unprotected exposure to operating units and the Group; as well as adding value to business operations by providing more general treasury consulting and advisory support as part of the Group's central finance team.

Additionally, as a key member of multidisciplinary project teams, you will be involved in the evaluation and execution of major investment, disposal and refinancing proposals. With the credibility and cultural sensitivity to operate effectively in a truly international

environment, you will interact at a very senior level, both within and externally to the organisation, and will be required to undertake a certain amount of overseas travel.

You are likely to be a graduate, qualified accountant or MBA, and quite likely to be an ACT/MCT (or, have an interest in becoming a member). You will also possess strong communication and influencing skills, and have exposure to international financing and financial management in a multi-currency environment. This could have been gained via dedicated treasury experience within a corporate, institution or via treasury consulting or, possibly, through a broader regional financial management position. Some linguistic ability, especially in Spanish, or a willingness to learn would be an added bonus.

You should write in confidence, enclosing a resume together with current remuneration details and daytime/evening telephone contact numbers, quoting reference 586/A on both envelope and letter, to the address below:

Chrysophos Flammiger Associates, Bechtel House, 245 Hammersmith Road, London W6 8DP.

TIME WARNER

CHALLENGING OPPORTUNITIES IN TAXATION

Time Warner Inc. is the world's largest media/entertainment group. With annual revenues in the region \$16 bn it has experienced impressive growth in the 1990s. Its operations in Europe have revenues in excess of \$2.0 bn and continue to expand both organically and by acquisition. The company now has activities in most European countries and is developing a strong presence in Eastern Europe. The European Tax Department currently has four professionals based in Central London and one in Hamburg. Its function is to advise local and U.S. management on the tax implications of all business transactions in the region. The Tax Department has now created two additional positions in order to continue to serve the ever-increasing needs of the businesses.

EUROPEAN TAX MANAGER

Reporting to the Director of Taxes this position will involve a blend of both tax planning and tax reporting. The geographical remit will encompass the entire region excluding the U.K. and Germany. The role will involve advising on business acquisitions and disposals, group reorganisations and restructurings as well as working closely with the U.S. Tax Department on reporting issues. The successful individual will also play a major part in reviewing the group wide tax reporting procedures.

The ideal candidate will be a graduate ACA who will have progressed through a Big Six tax department to a managerial capacity. He/she will have already had exposure to European tax issues and ideally be currently working within a commercial environment. As well as possessing excellent communication skills, the successful candidate must also be prepared to travel to overseas locations on an ad hoc basis.

To discover more regarding these two exceptional opportunities contact David Burton at Robert Walters Associates on 0171 379 3335 or send a current CV to him at 25 Bedford Street, London WC2E 9HP. (fax 0171 915 8714) (Time Warner is an equal opportunities employer).

ROBERT WALTERS ASSOCIATES

TAX INFORMATION ANALYST

Reporting to the European Tax Manager this position will involve extensive liaison with the Tax Information Systems Department in the U.S. The role is essentially project based and will involve implementing a system such that information can be extracted from subsidiary company accounts and placed into a format which corresponds with the U.S. tax reporting schedules. As well as giving advice and assistance to the tax department on computer related issues it is hoped the individual will be able to assist the U.K. tax team with computations and corporation tax compliance.

The ideal candidate will be a graduate accountant who will have gained extensive accounting and taxation computer systems experience. He/she will have a broad knowledge of accounting software as well as possessing excellent interpersonal skills.

music & entertainment

Two opportunities within a dynamic international music company committed to significant growth in all markets. It is expanding its existing operations from 16 to 27 countries, with new record companies opening up across Europe, Latin America and Asia Pacific.

Financial Analyst
ACA 2-3 yrs PQE

A more dynamic and fluid role than that of a traditional planner, which has been created to provide management with a non regionalised overview of the global music operations. You will need to gain a sound business understanding of all markets, taking primary responsibility for forecasting and planning. Key responsibilities will include:

- variance analysis and forecasting of worldwide results
- label and artist profitability analysis
- competitor and marketshare analysis
- new market entry planning

We are looking for people who set and meet high standards, have a good attitude and enjoy teamwork. The flexibility to share the workload, help with ad hoc projects and adapt to rapid change is crucial. The environment is very professional, hardworking but relaxed and informal. Both roles offer early responsibility and the opportunity to learn and progress within a challenging peer group environment.

Hyperion Accountant
ACA up to 1 yrs PQE

An information gathering and presentation role pulling results in from the territories and producing consolidated month end reports. Hyperion's powerful global consolidation system minimises the routine elements, freeing up time to help develop management reporting, including sales analysis by label and artist release profitability. Key responsibilities include:

- financial consolidations and management reporting
- validation of worldwide financial data
- supporting financial analysis & control
- systems development & maintenance

Please send CV, ref: 0365/6 to recruitment specialists Farn Williams, 1 Benjamin Street, London EC1M 5QL. Tel: +44 (0) 171 608 1133 Fax +44 (0) 171 608 1166

GROUP ACCOUNTANT

ATTRACTIVE SALARY

GENEVA

High profile role and an outstanding opportunity for a high calibre, ambitious qualified accountant

THE COMPANY

- an International Trading Group.
- highly successful and highly competitive.
- undergoing a major systems review and evolution of its business systems.

THE ROLE

- Reporting to the General Manager responsible for the accounting function of a major division with seven operating entities.
- Liaise with operational management and furnish them with quality, timely and reliable management information.
- Key member of the strategic management group providing input to both the planning and development process.

THE PERSON

- Graduate, qualified Accountant
- First Class technical skills with a hands-on approach
- Fluency in both French and English. Italian would also be very useful.

Please send full CV, stating present salary to Galaxy Management S.A., 27, route de Pré-Bois, P.O. Box 347, 1215 Geneva 15, Attn. Mr. Barry Rothwell

london w1

2 young ACAs

empathy with
the productexcellent
package

farn williams

JPM 20150

DENNIS**Finance Director**

Guildford, Surrey

c£55,000 + car, bonus, options, etc

Dennis Specialist Vehicles has a world-wide reputation as a leading bus and coach chassis and fire engine manufacturer. Turnover and profits have more than doubled in the last 2 years and it continues, through high build quality and product innovation, to work at 120% capacity.

A third of output is exported, mainly to the Far East, where the company has recently set up the first of a planned series of joint ventures. It is the largest company within the Trinity Holdings Group, which was floated in 1992 @ 120p (current price c350p).

The next Finance Director will be mid/late 30's, a graduate,

qualified accountant, with senior financial and commercial management experience in a light engineering context with a broad supplier base, and familiar with exports, trade financing, and international negotiating.

Clearly, this is an exceptional situation requiring a candidate of outstanding ability and potential. Only those who can fully meet the very demanding criteria should apply to

Management Appointments Limited, Finland House, 56 Haymarket, London SW1Y 4RN. Telephone: 0171 930 6314.

Facsimile: 0171 930 9539. Quoting reference 2521.

MAL
Management Appointments
Limited

AMSTERDAM · BIRMINGHAM · DUBLIN · FRANKFURT · LONDON · LOS ANGELES · NEW YORK · PARIS

LLOYD MANAGEMENT**PEARSON****GROUP PROJECT ACCOUNTANT**

London

to £45,000 + car

Pearson plc is an international media group with extensive interests in book and newspaper publishing, television, consumer software and theme parks. Based in London, it has a portfolio of market-leading businesses built around famous names such as the Financial Times, Penguin, Madame Tussauds and Thames Television. It had sales of £1.55bn in 1994 and employs around 17,000 worldwide.

Following the promotion of the current incumbent a young accountant is sought to work on a range of strategic projects. The projects will include business and acquisition evaluations as well as investigation of more general corporate finance matters relevant to Pearson. Reporting to the Group Financial Controller, the position provides an ideal introduction to this rapidly developing and highly regarded organisation.

Applicants, ideally aged around 30, should be graduate accountants with corporate finance experience gained in either the profession or commerce. Good analytical, technical and presentational skills are necessary and an MBA qualification is highly desirable.

Please write, enclosing a career/salary history and daytime telephone number, to David Hogg FCA quoting reference H/140/FT.

LLOYD MANAGEMENT Selection Consultants 525 High Holborn London WC1V 6QA 0171 405 3400

Mars**Financial Analyst - Dubai**HIGH-CALIBRE YOUNG ACCOUNTANT
£28-34K (DEPENDENT ON EXPERIENCE) + BENEFITS

Effence is an international marketing and distribution company within Mars, Incorporated, with a continuing mission to develop major new markets around the world for Mars' outstanding portfolio of brands - which include Mars, Galaxy, Sauckers, Pedigree, Whiskas, Dolmio and Uncle Ben's.

We have been operating from our purpose-built office in Dubai for eighteen months, strengthening our links with our trading partners in the Middle East. We now have an opportunity for a young, commercially-focused accountant to join us.

You will play a major part in developing the finance function to meet the future needs of our expanding operation. Your challenge will be to combine active involvement in financial planning and business reviews with direct responsibility for many areas of financial accounting and control. You must be willing to travel throughout the Middle East, and able to speak and write in both English and Arabic.

The role offers extensive scope to contribute to the ongoing success of a dynamic, leading Middle Eastern business, together with excellent opportunities to progress your career.

Our ideal candidate will have a good degree (preferably UK or USA) plus a professional accounting qualification (ACA/CIMA/ACCA) and around 1-3 years' post-qualification experience with a blue-chip multinational or top accounting firm. In addition, you will back strong commercial awareness with well-developed analytical and communication skills.

Your package will include salary (tax-free), accommodation allowance, medical cover etc. To apply, please write - enclosing your cv and outlining your suitability for this role - to our advising consultant, John Steeds, at Anglo-Arabian Services Ltd, London House, 53/54 Haymarket, London SW1Y 4RP. Tel: 0171 925 0177. Fax: 0171 930 4261. Please quote ref: EFA/FT. Closing date: 19th June.

EFFENCE**Telecommunications**

Surrey

Highly regarded international telecommunications group. Major player in providing leading edge systems and services to top fixed and mobile network operators. Exponential growth has led to creation of two key financial positions. Opportunity to join dynamic, strategic division and promote financial excellence. Secure, fast paced, open culture with excellent career prospects.

Finance Manager

c.£40,000 + Benefits

Ref: SP2130

THE POSITION

- ◆ Provide first class financial information and consolidated reporting of £300m turnover strategic business units. Report to Divisional Finance Director.
- ◆ Ensure excellent monitoring and budgetary controls. Improve forecasting processes and systems.
- ◆ Enhance team's skills. Work closely with commercial sectors to achieve business objectives. Contribute substantially to development of department and division.

QUALIFICATIONS

- ◆ Graduate qualified accountant. Probably early to mid 30s. Experience of financial control and reporting in large, dynamic, commercial business.
- ◆ Sound knowledge of systems. Proven staff management skills. Able to enhance business performance.
- ◆ Structured yet flexible in approach. Excellent presentation skills. Credible at all levels. Ambition to progress.

Please send full cv, stating salary, quoting relevant reference, to NBS, 7 Shaftesbury Court, Chalvey Park, Slough SL1 2ER

NBS SELECTION LTD
a NBS Resources plc company

NBS

Slough 01753 819227 • London 0171 493 6392
Aberdeen • Birmingham • Bristol • City
Edinburgh • Glasgow • Leeds • London
Manchester • Slough • Madrid • Paris

To advertise in this section,
please call
Andrew Skarzynski on
+44 0171 873 4054

GROUP FD... COMPUTER PERIPHERALS MBO!**Specialix**

c £75k

+ bonus + car

Specialix Limited, Europe's largest I/O manufacturer and supplier, has been sold to its management team with backing from 3i and the Bank of Scotland. A highly successful manufacturer and supplier of multi-user and network connectivity products, last year, it clearly established itself as the world number two with revenues of over £22 million. The previous incumbent is Chief Executive and led the MBO two weeks ago. Now the real work begins!

Quantum growth, global focus, a graduate culture and cutting-edge products make a special financial challenge. Engineering an MBO is a hard act to follow. Managing stakeholders' appetites, whetted by increased US sales (up 42%), market leadership in Europe and Asia (over 30% of each) and a world share of nearly 12%, is a tall order. In essence, an exceptional requirement and an exceptional prospect... needing an exceptional candidate.

You will be a Graduate Chartered Accountant with 5 years relevant industry experience, good knowledge of the IT industry, extensive international exposure including the attendant currency/exchange know-how and UK/USA quoted company knowledge (yellow book familiarity, a plus). All of this will be underpinned by a strength of systems experience that will withstand the rigours of a business that lives and breathes IT. A 'can-do' culture based on 'have done' results by a hungry, young, vigorous team. The deal is done - now it's all about delivery... do you want to be the conductor?

If you do, please apply
with full CV quoting
ref no. 1123 to
Andrew Skarzynski

Wheale Thomas Hodgkins PLC
Executive Search
23 Bedford Square
London WC1R 4EJ

When you have finished
please return this card to
Wheale Thomas Hodgkins PLC
23 Bedford Square
London WC1R 4EJ

WHEALE · THOMAS · HODGKINS · PLC**GOLDEN RIVER TRAFFIC**

World Leaders in Traffic Instrumentation

COMMERCIAL/ FINANCIAL DIRECTOR

Circa £40,000 p.a.

Everyday motorists face more traffic congestion. New construction is an unacceptable solution. But real-time traffic information and advanced driver communications can increase capacity and reduce frustration. This is the growth sector for Golden River Traffic.

As an established manufacturer of traffic surveillance equipment, we seek to recruit a high-calibre commercial/financial director to complete our new management structure, in preparation for significant growth over the next two years, when sales at home and abroad are expected to double.

The new director will be responsible for all aspects of commercial/financial operations. In addition, he or she will be a key member of the company's Management Team.

A qualified accountant, you will preferably have had experience in a high technology manufacturing company in a turn-around situation. You should be able to demonstrate leadership through a period of change. You will be a committed team-player with the ability to influence and persuade. A pro-active approach to all aspects of your work will be required and whilst not essential, public listing experience would be beneficial.

Golden River is situated one hour from the outskirts of London, a few minutes from Oxford and close to the Cotswolds. Please send your CV with a hand-written letter stating how your experience matches our requirements, to:

Ms M. Bullingham, Personnel Manager, Golden River Traffic Ltd., Bicester OX6 7XT.

Finance Director

South East

c £55,000 + Car + Bonus + Options

Our client is a highly profitable, rapidly expanding, £60 million turnover, UK plc which has international operations in the design, manufacture and marketing of leading edge electronics for worldwide blue-chip customers.

The Finance Director will be responsible for financial management, systems development, corporate finance, international tax and treasury, ensuring that comprehensive control and reporting procedures exist and continue to evolve in all areas of the business.

Additional requirements will be to maintain a strong interface with City analysts, institutional investors and external advisers and to contribute to the company's overall

commercial strategy, maximising the potential for future global expansion.

Candidates, aged 32 to 40, will be graduate qualified accountants who can demonstrate proven senior financial management experience preferably gained in a fast moving, international plc environment. Excellent technical and commercial ability combined with outstanding communication skills, strong personal presence, enthusiasm, drive and a hands-on management style are prerequisites.

Applicants should forward a comprehensive curriculum vitae, quoting ref 236328, to Mark Hurley FCMA, Executive Division, Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH.

MP**Michael Page Finance**

Specialists in Financial Recruitment
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow Edinburgh & Worldwide

Financial Controller

International Operations

M4/M40 Corridor

£40-45,000 p.a. Plus Car and Benefits

This is an exceptional opportunity for a Chartered Accountant to develop international experience (Europe and US) within a well-known organisation during a period of considerable change and development.

Specifically you will:

- ◆ Manage the development of common financial control policies, procedures and reporting across Europe and the US to accommodate Group and UK statutory, as well as local legislative, requirements.
- ◆ Lead, motivate and develop a large team.
- ◆ Challenge existing processes, and seek positive developments and simplifications thereby improving both efficiency and quality.
- ◆ Various ad hoc development projects associated with supporting the commercial finance service.

To deal with the wide variety of responsibilities, the geographic spread of your direct reports and the ongoing demand for continuous development and improvement within the Group you must clearly demonstrate:

- ◆ A strong technical and disciplined approach with the highest level of integrity.
- ◆ Up-to-date knowledge of and interest in UK legislation (and possibly, although not essentially, US and/or European guidelines).
- ◆ A high level of personal maturity and credibility, able to build relationships at all levels, within all functions and across international boundaries.
- ◆ A dynamic approach to motivating and developing staff.

Additionally you must be prepared to travel with a second European language being highly desirable.

To explore this opportunity further write to Karen Wilson at Hoggett Bowers, 7-9 Bream's Buildings, Chancery Lane, London, EC4A 3DY enclosing a recent CV and a note of current salary quoting Ref: WKW/1007/FT.

Hoggett Bowers

EXECUTIVE SEARCH AND SELECTION

£30-35K package

TANZANIA

FINANCE MANAGER

Outstanding opportunity for ambitious professional offering excellent career prospects in a worldwide group.

THE COMPANY

Millicom International Cellular S.A. (MIC) is a leading operator of cellular telephone services worldwide. Through joint ventures MIC currently holds 25 licenses to operate cellular networks in 19 countries with a combined population of 390 million people. The majority of MIC's operations are in emerging markets. MIC Tanzania has been operational since September 1994 and is expected to sustain its rapid development.

THE POSITION

- Hands-on management of all day-to-day accounting and financial control, as well as of financial reporting to headquarters.
- Assist the General Manager in the administration and management of the company.
- Responsible for billing and collecting.
- Manage both long and short term treasury activities.
- Liaise with external professional services and governmental entities.

QUALIFICATIONS

- Experience in a similar role in a developing country is essential.
- Age 28-40. Professionally qualified accountant.
- Good leadership and communications skills. Dynamic and hands-on personality.

If you wish to apply for this position, please send your CV in strict confidence to:

Mrs. Viveca Van Bladel - Millicom International Cellular S.A.
75, Route de Longwy - L-8060 Bertrange, LUXEMBOURG
Fax: (352) 45 73 52

London

c.£35,000
+ discretionary
bonus + car

MSL
INTERNATIONAL

FINANCIAL CONTROLLER

The British arm of a major international waste management group, our client has grown very rapidly since it was set up in this country some five years ago. It currently has a turnover around £60m and it is successfully running long-term municipal contracts throughout the UK. Continuing business expansion in other aspects of waste management and the imminent prospect of several new contracts have led to an operational role for the present Financial Controller and the need to appoint a high-calibre, commercially astute accountant to succeed him.

An important member of a small head office team, the successful candidate will work closely with the Finance Director, supporting him on business initiatives and providing the Board with meaningful management information. The brief will also entail close liaison with the Contract Managers, helping to

prepare bids and analyse potential contracts, maintaining tight cost controls, developing budgets and reporting on performance.

Candidates, probably aged 28-35, should be qualified accountants or financial MBAs, with at least three years' PQE, preferably gained in an industrial/commercial environment. We are looking for someone who combines well-developed management accounting and financial modelling skills, with strong commercial awareness and the ability to relate well to operational managers. For an ambitious individual with initiative and drive this is a challenging and varied role which offers real career development opportunities.

Please write, in confidence, with full career and salary details, to Paul Carosso, MSL International Limited, 32 Aybrook Street, London W1M 3JL. Please quote reference 54558.

EXECUTIVE RECRUITMENT CONSULTANTS

LONDON

BIRMINGHAM

GLASGOW

LEEDS

MANCHESTER

0171 487 3000

0121 454 8864

0141 248 7700

0113 245 4757

0161 835 1772

High Profile Commercial Input

Thames Valley

£28 - 34,000 p.a. Plus Car etc

Genuine day-to-day involvement in a fast moving commercial environment and real business decision making is rare. Both these roles offer just such opportunities.

Commercial Manager

This role will provide commercial support to the Buying and Merchandising Functions and will evaluate the financial performance of key products.

Specific responsibilities include:

- Analysis of all sales and purchases with evaluation of margin opportunities and management of discounting activity.
- Full financial appraisal of product performance.
- Ad hoc projects associated with the development of the business.

You will be a qualified Accountant with 2-4 years post qualification experience plus a background in financial planning and analysis.

Additionally you will:

- Be highly commercial and analytical.
- Have excellent communication, interpersonal and presentation skills.
- Be able to take the initiative and investigate areas of opportunity and concern.

Ref: WKW/1007/FT

Operations Accountant (UK/Europe)

This position will provide Operations Management with actual results on sales and costs, as well as generate forecasts and overall commercial finance support.

Specific responsibilities include:

- Periodic reporting including variance analysis, forecasting and budgeting.
- Financial review of performance and setting of financial targets.
- Assistance in cost initiatives and ad hoc financial analysis.

You will be a qualified Accountant with 1-3 years post qualification experience plus a strong management accounting and financial analysis background.

Additionally you will:

- Demonstrate the commercial and personal maturity to work effectively with, and as necessary influence, senior non-financial management.
- Have good analytical, communication and presentation skills.
- Be able to work under pressure to strict deadlines.

Ref: WKW/1007/FT

Hoggett Bowers
EXECUTIVE SEARCH AND SELECTION

FINANCIAL ACCOUNTANT

St Albans

£Competitive + Package

John Sisk & Son Ltd is a privately owned expanding national building contractor, whose multi-million pound work portfolio ranges from new build and refurbishment projects for clients in the Retail, Leisure, Health, Hotel & Manufacturing sectors. Our quality reputation and strength is founded on a traditional work ethic, combined with advanced management techniques, which has placed us at the forefront of our industry.

Due to the successful growth, and future expansion plans for the company, we are now seeking to recruit a Financial Accountant who can bring stricter controls to the accounting & management functions. The position calls for a pragmatic and tough minded qualified chartered accountant, a self-starter probably aged 26-35. Ideally with a Practice & Construction industry background, the successful candidate will certainly have experience in a senior financial management position, in a medium/large sized company. As part of the senior management team, you will be commercially minded, and will be responsible for all financial reporting. You will possess good communication skills, and enjoy the challenges of working within a dynamic environment where real career opportunities exist for the successful candidate.

Please write with a full CV, including current salary details to:

Helen Gill, Recruitment Manager,
John Sisk & Son Ltd,
Park House, Frogmore,
St Albans, Herts AL2 2NH.



FINANCE DIRECTOR

INTERNATIONAL PROJECT FINANCE

Warwickshire

Circa £65,000
+ Car + Benefits
+ Full Relocation

Having already established an international reputation for excellence across a range of capital intensive manufacturing sectors, this international organisation is now pursuing an aggressive marketing strategy to enhance further its profile by targeting a range of projects that require substantial levels of investment on an international basis.

The key feature of this strategy has been the formation of a skilled and capable organisation which has provided the foundation of a new company dedicated to spearheading an innovative and creative approach to project financing.

The appointment of a Director for this position is seen as an important step in enhancing clear financial controls, procedures and disciplines across the business as well as providing an in-depth knowledge and understanding of implementing key initiatives which will need to be put into place. Specifically you will:

- Identify and assess major international project financing proposals.
- Source and agree appropriate levels of financing from a variety of institutional and industrial sources.
- Develop key financial and analytical mechanisms for monitoring the on-going profitability of projects and assessing longer term investment return.

With an already established track record in senior financial

management or international project financing gained from within a corporate or institutional environment, you will now be ready to move into one of the most exciting and dynamic business environments and contribute to the undoubted successes and achievements that it will make.

You must be able to demonstrate a clear level of responsibility and authority at Board level and possess superior interpersonal skills which will be key characteristics for this appointment.

Interested candidates should write to **Charles Austin** at **Herst Austin Rowley**, 30 St. George Street, London W1R 9FA, enclosing a full Curriculum Vitae and quoting reference CA601.

HERST AUSTIN ROWLEY

SEARCH & SELECTION PARTNERSHIP
BIOCCA • COLOGNE • LISBON • LONDON
MADRID • PARIS • WARSAW

Finance Director

West London

to £50,000 + Car

Our client is a highly profitable, £45 million turnover, autonomous subsidiary of a market leading UK plc. As a customer focused, service led business, they have established an excellent reputation in a niche sector and seek further expansion.

The Finance Director will be responsible for the entire finance function with particular emphasis on operational financial management, planning, project financing, statutory reporting and the ongoing development of an accounting team. It is essentially a hands-on role, demanding the ability to be equally effective at both routine and strategic levels. The successful candidate will support the Managing Director in

the formulation and execution of profitable long term strategies for the business.

Candidates, unlikely to be aged less than 40, will be qualified accountants who can demonstrate a broad range of senior level experience gained in a variety of service led environments. Strong technical and commercial ability, excellent managerial, communication and negotiating skills are essential.

Applicants should forward a comprehensive CV, quoting ref 222616 to **Mark Hurley FCMA**, Executive Division, **Michael Page Finance**, Page House, 39-41 Parker Street, London WC2B 5LH.



Michael Page Finance

Specialists in Financial Recruitment
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow Edinburgh & Worldwide

APPOINTMENTS ADVERTISING

appears in the UK edition every
Wednesday & Thursday
and in the International
edition every Friday

For further information
please call:

Andrew Skarzynski on
+44 0171 873 4054

Toby Finden-Crofts on
+44 0171 873 3456

Will Thomas on
+44 0171 873 3779

Joanne Gerrard on
+44 0171 873 4153

Tourism & Hospitality Consultants Middle East

Excellent Remuneration Package

Our Middle East tourism and hospitality practice is seeking to recruit managers with substantial experience in tourism and hospitality consulting.

Based in Amman, you will travel throughout the Middle East managing engagements for Governments, owners or operators of tourist developments.

You will have a proven track record with a major firm, hotel and tourism consultancy practice or major hotel group. Knowledge of Arabic would be an advantage but is not mandatory.

The compensation package is commensurate with the seniority of the position offered and will not prove a limiting factor. Opportunities for career advancement in our expanding Middle East practice are outstanding.

Please forward a brief CV or phone **Helen Whiteman** at **Arthur Andersen**, 1 Surrey Street, London WC2R 2PS on 0171 438 3769.

ARTHUR ANDERSEN

ARTHUR ANDERSEN & CO SC

FINANCIAL PLANNING MANAGER

Camberley

CHARLES CHURCH £35,000+Car

Our client, **CHARLES CHURCH**, is a well-known and highly regarded house builder. Over the years the company has developed a very distinctive and recognisable house style, creating a strong brand image. Turnover in 1994 was up 44% to £32m with even greater improvement in operating profits.

Reporting to the Group Finance Director, the role of Financial Planning Manager is focused on several key areas:

- Financial planning and analysis for the whole group including regular reforecasting
- Commercial involvement with operational management
- Cashflow forecasting and reporting for external institutions

• Competitor comparative performance analysis.

This will involve considerable exposure to senior management across the company, and provide the opportunity to make a significant contribution to the group's financial performance.

You will be a qualified accountant aged 28-34 with experience of a planning and analysis role in a fast-paced, demanding environment. Sound commercial judgement, attention to detail, flexibility and the capacity to work to tight deadlines will be essential.

To apply, please write with a full CV quoting ref. no. 2124/FT to **Wayne Thomas**, **Wheale Thomas Hodgins** Plc, Executive Resourcing, 13 Berkeley Square, Clifton, Bristol BS8 1HG.



WHEALE THOMAS HODGINS PLC

0171 438 3769

MARKET REPORT

Copper leads base metals prices higher

COPPER led other base metal prices higher on the London Metal Exchange yesterday, but TIN and NICKEL broke away from the pack to race up sharply in late afternoon dealing.

Copper broke above key technical resistance around \$2.945 a tonne for the three-month delivery position, triggering stop-loss orders and pushing the price to \$2.975 at one point but the rise was capped by commission house selling and profit-taking and by the end of after-hours "kerf" trading three months copper stood at \$2.977, up 32¢.

As copper was setting back TIN charged higher, ending the day up 35¢, or over 6 per cent, at a four-month high of \$6.360.

Stop-loss orders were triggered at various chart-based resistance levels, fueling the rally, traders said. But there was good fundamental justification for higher prices with supplies of high-grade material still tight. That was evident in the widening of the

cash premium over the three months price widening from \$67 to more than \$75 a tonne.

Traders generally expected LME stocks to continue to decline, possibly pushing nearby spreads even wider. But some noted a fair level of lending (selling cash and buying forward) had emerged, suggesting that the tightness should not hit too hard.

Nickel rose in tandem with copper early on before rising sharply with tin during the afternoon.

London Commodity Exchange white SUGAR futures turned tall in afternoon dealing on a perception the earlier buying on news of a sharp rise in the Brazilian export had been overdone. A trader said the Brazilian decision to raise the tax from 2 per cent to 40 per cent indicated future supplies would be tighter, but its effect on supplies might be limited given that analysts had been upgrading output forecasts.

Compiled from Reuters

Inco nickel expansion reports 'premature'

By Richard Mooney

Reports that Inco of Canada planned to increase nickel production at its partly-owned Indonesian subsidiary by 120 per cent by the year 1999 were described by the company yesterday as "premature".

The reports said the expansion at PT Inco, in which Inco has a 58 per cent stake, would cost US\$1.5bn and raise output to 220m lb a year from the present 100m.

But in a statement issued yesterday to "clarify" the position Inco said: "the only expansion currently under way and contemplated for the near term involves a previously announced expansion expected to cost in the area of \$500m which would increase PT Inco's annual capacity from 100m lb to 150m lb by late June 1998".

"Over the longer term," it said, "PT Inco sees other potential expansions the could increase its annual capacity to about 220m lb... but it is premature to talk about timing and the potential cost."

Coffee deficit put at 7.5% in 1995-96

German statistics agency F.O. Licht expects 1995-96 world coffee production to fall short of demand by 7m bags (60kg each), reports Reuters from Ratzburg.

In a report, Licht said the full effects of last year's frost and drought in Brazil would be felt in the 1995-96 crop year. Initial estimates of Brazil's output varied, it said, "but at this stage 15m bags appear to be a realistic forecast". That would compare with the estimated 26m bags this season and 27.2 in 1993-94.

"This points to world production falling to some 65m bags or about 7m bags below global demand," Licht said.

The report warned, however, that said Brazil's stocks of 14.6m bags should not be overlooked, although the Brazilian government had stated they will only become available for export when the 20-day moving average of the International Coffee Organisation's arabica indicator rose above 190 US cents a pound, about 35 cents above the present level.

"The future market trend would seem to depend upon whether producers can afford to adhere to their [supply] retention scheme and whether the Brazilian government stick to their assurance over these stocks," Licht said.

The report sharply reduced estimated world coffee consumption in the current crop year.

In its second estimate of the world coffee balance, it said it revised its 1995-96 estimate to match production at 91.5m bags from a December forecast of a production deficit of about 1.1m bags.

Licht said the statistical position of coffee had changed sharply in the past six months largely owing to a major revision in consumption estimates. It cut its forecast for consumption from 93.4m bags in December and its production forecast from 92.4m.

CBoT launches trail-blazing maize yield futures

By Laurie Morse in Chicago

The Chicago Board of Trade today opens a new futures contract that will reflect market expectations of the size of the maize crop in Iowa.

The contract is a limited experiment by the exchange to determine if farmers, crop insurers, grain transportation companies and food processors will use an instrument that allows them to hedge the size, rather than the price, of a particular crop. If the concept is viable, the CBoT intends to offer an extensive menu of regional crop yield insurance futures and options for maize, wheat, and soybeans.

The crop insurance contracts are a twist on the CBoT's traditional grain and soy futures markets, which for more than

a century have offered a means for traders to determine the price of a commodity for delivery sometime in the future. Crop size, or yield, is often a major factor in price expectations, but designers of the Iowa Corn (maize) Yield Insurance futures say there is a need for a contract that focuses exclusively on crop size.

"Now, with this contract, you can not only hedge price, but also quantity, and quantity times price equals revenue," said Mr Perry Iversen, a product manager for the CBoT. He says that crop re-insurers and any business that deals in large volumes of maize are potential Iowa Corn Yield Insurance customers.

Even the contract's promoters admit, however, that the concept is so new that it may

take time for the target audience - crop insurers - to understand and use it.

The CBoT has been urged to develop a crop yield derivatives contract for the past year by the US Department of Agriculture and other federal agencies. With Congress whittling away farm subsidy payments as they write the 1995 farm bill, the government is seeking market-based safety nets for agriculture and agribusiness. Exchange officials say the impetus for the yield contracts actually began last year, when the USDA undertook extensive reforms in the federal programme that gives farmers crop insurance, and limited the extent of its protections.

"Significant changes in the crop insurance industry precipitated by the Federal Crop

Insurance Act of 1994 has created an even greater need for market-based tools," said Mr Patrick Arbor, the CBoT's chairman. "Over the past several months we have seen overwhelming interest and demand for these contracts."

The Iowa Corn (maize) Yield Insurance futures and options that are launched today will allow traders to bet on what the average harvested yield per acre for the US's biggest cash crop will be this autumn in Iowa, whose farmers are the country's biggest producers of maize.

The futures and options contracts will be settled in US dollars based on the US Department of Agriculture's maize crop production estimates for Iowa in September and January. There will be only two

contract months - September and January. Price will be \$100 times the estimated yield. Using last year's USDA average Iowa maize yield of 152 bushels an acre, for example, a contract's value at settlement would have been \$15,200.

Traders say this spring's wet weather and delayed maize plantings in the US make this an ideal time for the contract launch. "Once the crop is planted, this contract becomes purely a weather contract," says Mr Peter Leavitt, a meteorologist with Weather Services Inc., a forecasting group that specialises in advising agricultural businesses. "This is one of just a few futures contracts that pay off on an actual number [the USDA yield figure], not on where buyers and sellers think prices should be."

Indian sugar production set to reach all-time high

By Kunal Bose in Calcutta

India, the world's biggest producer of sugar, is set to finish the current season in September with a record output.

Latest estimates put 1994-95 production at at least 14.5m tonnes, compared with only 9.83m in 1993-94. The previous best season was 1991-92, when 13.4m tonnes were produced.

The industry had already produced 13.7m tonnes of sugar by the middle of May and many factories are still crushing cane. There have been sharp rises in Maharashtra, Uttar Pradesh, Tamil Nadu, Karnataka and Andhra Pradesh. Production is down only

in drought-hit Gujarat.

The bumper crop and a liberal release of the commodity by the government (sugar is still a tightly controlled industry in India), have led to a sharp fall in domestic prices. As a result sugar factories are finding it difficult to settle their cane bills. Officials say the mills' outstanding cane dues exceed \$112m.

As the government was earlier under the impression that sugar production would be between 11.5m tonnes and 12m tonnes, it allowed state agencies to import about 400,000 tonnes. Parliamentary elections will be held early next year and the government fears

public resentment would be caused by a repeat of last year's very high sugar prices.

But the ruling Congress Party, now facing the wrath of the millions of farmers who are not receiving prompt payment for their cane.

The Indian Sugar Mills Association and the National Federation of Co-operative Sugar Factories have convinced the government that the "crisis" caused by the excess supply of sugar "has to be met by creating a buffer stock of 1m tonnes to 1.5m tonnes, allowing exports and 'rolling over' the import contracts to later delivery, if not scrapping them."

The total availability of

sugar in the current season will be at least 17.8m tonnes, including the carryover stock of 3.1m tonnes. (This, however, does not take into account the 400,000 tonnes that may be imported.) Domestic consumption will not be more than 12.3m tonnes (last year, it was 11.96m tonnes) and as the crushing of cane picks up in the middle of December, the 1995-96 season opening stock should ideally be 3m tonnes.

The balance of 2.3m tonnes will have to be taken care of by building a buffer stock and selling sugar abroad. Payment to the mills for the sugar to be put in the buffer stock can be made from the Sugar Develop-

ment Fund, which has been built up over the years by way of a levy on sugar production.

According to industry officials the urgency of sugar exports is the greater because the country is likely to produce 15.5m tonnes during 1995-96. "The area under cane has increased by nearly 13 per cent. A normal monsoon has been forecast for 1995. Therefore, we will have another bumper production of sugar next season," they point out.

India, which resumed the export of the commodity in 1990-91 after a long break, had to import 2m tonnes of sugar last year because of the shortfall in domestic production.

Australian group may take 80% of Argentine potash project

By Nikki Taft in Sydney

CRA, the Australian mining group, has signed an option agreement which could see it take an 80 per cent stake in the world's biggest potash deposits in Argentina.

The agreement with Potasio Rio Colorado - part of the

Argentine Minera mining company - provides for CRA to contribute financial and technical resources to assess the project over the next 12 to 18 months. If the project is eventually given the go-ahead, the option will allow CRA to acquire an 80 per cent interest. No financial details were provided.

CRA said that the deposit, located near Rio Colorado, contained an identified mineral resource of 59m tonnes of recoverable potassium chloride, used mainly as a fertiliser. The identified resource lies in an area of about 20 square kilometres. However, CRA said that "elsewhere in the 380 sq km mining lease, sufficient

drilling exists to infer a much larger additional resource".

CRA has traditionally focussed mainly on developments in Australia and the Asia-Pacific region. Earlier this year, however, Mr Leon Davis, its new chief executive, indicated that the group intended to take a broader approach.

"While CRA has made no

secret of its focus on Australia, Asia and the Pacific, we have also said that we will look at the good opportunities wherever they may be," commented Mr Ian Gould, head of exploration, in a statement yesterday. The project represented "a significant strengthening of commitment to the Argentine mining industry," he added.

COMMODITIES PRICES

BASE METALS

LONDON METAL EXCHANGE
(Prices from International Metal Trading)

ALUMINIUM, 99.7% (per tonne)	
Close	1850-82
Previous	1812.5-13.5
High/Low	1825-1850
AM Official	1825-1850
Kerb close	1845-48
Open int.	1830-28
Total daily turnover	50,292
ALUMINIUM ALLOY (per tonne)	
Close	1705-15
Previous	1670-40
High/Low	1670-1720
AM Official	1700-10
Kerb close	1715-25
Open int.	2,591
Total daily turnover	839
LEAD (per tonne)	
Close	912.5-13.5
Previous	908-7
High/Low	908-923
AM Official	910-10
Kerb close	927-8
Open int.	30,800
Total daily turnover	5,451
NICKEL (per tonne)	
Close	7780-70
Previous	7450-50
High/Low	7650-7800
AM Official	7650-7800
Kerb close	7750-80
Open int.	42,200
Total daily turnover	9,915
ZINC (per tonne)	
Close	6085-75
Previous	6000-10
High/Low	6050-6200
AM Official	6100-200
Kerb close	6110-20
Open int.	17,991
Total daily turnover	8,943
22% Zn, special high grade (per tonne)	
Close	1008-29
Previous	1020.5-21.5
High/Low	1020-1030
AM Official	1024.5-25.0
Kerb close	1029-7
Open int.	33,000
Total daily turnover	12,281
COPPER, grade A (per tonne)	
Close	2991-62
Previous	2891-52
High/Low	2890-2990
AM Official	2890-2990
Kerb close	2970-70
Open int.	234,179
Total daily turnover	64,493
LME:AM Official 2% nickel 1995-96	
Close	15,500
Previous	15,500
High/Low	15,500
AM Official	15,500
Kerb close	15,500
Open int.	15,500
Total daily turnover	15,500
Spot 3-month 2% nickel 1995-96	
Close	15,500
Previous	15,500
High/Low	15,500
AM Official	15,500
Kerb close	15,500
Open int.	15,500
Total daily turnover	15,500

Precious Metals continued

GOLD COMEX (100 Troy oz; \$/troy oz)

Settle	Day's	High	Low	Open	Vol
Jun 1	382.5	382.5	382.5	382.5	7,723
Jun 2	382.5	382.5	382.5	382.5	2,591
Jun 3	382.5	382.5	382.5	382.5	2,591
Jun 4	382.5	382.5	382.5	382.5	2,591
Jun 5	382.5	382.5	382.5	382.5	2,591
Jun 6	382.5	382.5	382.5	382.5	2,591
Jun 7	382.5	382.5	382.5	382.5	2,591
Jun 8	382.5	382.5	382.5	382.5	2,591
Jun 9	382.5	382.5	382.5	382.5	2,591
Jun 10	382.5	382.5	382.5	382.5	2,591
Jun 11	382.5	382.5	382.5	382.5	2,591
Jun 12	382.5	382.5	382.5	382.5	2,591
Jun 13	382.5	382.5	382.5	382.5	2,591
Jun 14	382.5	382.5	382.5	382.5	2,591
Jun 15	382.5	382.5	382.5	382.5	2,591
Jun 16	382.5	382.5	382.5	382.5	2,591
Jun 17	382.5	382.5	382.5	382.5	2,591
Jun 18	382.5	382.5	382.5	382.5	2,591
Jun 19	382.5	382.5	382.5	382.5	2,591
Jun 20	382.5	382.5	382.5	382.5	2,591
Jun 21	382.5	382.5	382.5	382.5	2,591
Jun 22	382.5	382.5	382.5	382.5	2,591
Jun 23	382.5	382.5	382.5	382.5	2,591
Jun 24	382.5	382.5	382.5	382.5	2,591
Jun 25	382.5	382.5	382.5	382.5	2,591
Jun 26	382.5	382.5	382.5	382.5	2,591
Jun 27	382.5	382.5	382.5	382.5	2,591
Jun 28	382.5	382.5	382.5	382.5	2,591
Jun 29	382.5	382.5	382.5	382.5	2,591
Jun 30	382.5	382.5	382.5	382.5	2,591

GRAINS AND OIL SEEDS

WHEAT LCE (per tonne)

Settle	Day's	High	Low	Open	Vol
Jun 1	122.5	122.5	122.5	122.5	51
Jun 2	122.5	122.5	122.5	122.5	51
Jun 3	122.5	122.5	122.5	122.5	51
Jun 4	122.5	122.5	122.5	122.5	51
Jun 5	122.5	122.5	122.5	122.5	51
Jun 6	122.5	122.5	122.5	122.5	51
Jun 7	122.5	122.5	122.5	122.5	51
Jun 8	122.5	122.5	122.5	122.5	51
Jun 9	122.5	122.5	122.5	122.5	51
Jun 10	122.5	122.5	122.5	122.5	51
Jun 11	122.5	122.5	122.5	122.5	51
Jun 12	122.5	122.5	122.5	122.5	51
Jun 13	122.5	122.5	122.5	122.5	51
Jun 14	122.5	122.5	122.5	122.5	51
Jun 15	122.5	122.5	122.5	122.5	51
Jun 16	122.5	122.5	122.5	122.5	51
Jun 17	122.5	122.5	122.5	122.5	51
Jun 18	122.5	122.5	122.5	122.5	51
Jun 19	122.5	122.5	122.5	122.5	51
Jun 20	122.5	122.5	122.5	122.5	51
Jun 21	122.5	122.5	122.5	122.5	51
Jun 22	122.5	122.5	122.5	122.5	51
Jun 23	122.5	122.5	122.5	122.5	51
Jun 24	122.5	122.5	122.5	122.5	51
Jun 25	122.5	122.5	122.5	122.5	51
Jun 26	122.5	122.5	122.5	122.5	51
Jun 27	122.5	122.5	122.5	122.5	51
Jun 28	122.5	122.5	122.5	122.5	51
Jun 29	122.5	122.5	122.5	122.5	51
Jun 30	122.5	122.5	122.5	122.5	51

SOFTS

COFFEE LCE (per tonne)

	price
Jul	970
Sep	985
Dec	1005
Mar	1025
May	1042
Jul	1054
Total	
■ COCOA (CS)	
Jul	1360
Sep	1382
Dec	1417
Mar	1445
May	1494
Jul	1484
Total	
■ COCOA (IC)	
May 31	
Daily	
■ COFFEE LC	
Jul	2577
Sep	2522
Nov	2538
Jan	2593
Mar	2522
May	2518

CURRENCIES AND MONEY

MARKETS REPORT

Dollar fails to sustain post-intervention rally

The dollar's impressive post-intervention rally proved short-lived yesterday as concern about an economic slowdown in the US reassessed itself, writes Philip Glick.

The US currency's failure to sustain the five penny rally, from around DML3850 to DML3870, also reflected the market's continued unwillingness to believe that the conditions are in place for a sustained rally.

The dollar finished in London at DML4233 on Wednesday, and at Y84.65, and from Y85.1, lost over two pence, during New York trading following the release of a weaker than expected purchasing managers report.

The other large move of the day came from the Belgian franc which broke out of a trading range that dates back to the beginning of last year. It closed at BFX20.46 against the D-Mark, from BFX20.54. The move appeared to be technically driven, especially once

the franc breached the BFX20.52 level, rather than a reflection of any new developments.

Elsewhere, the Bundesbank council left interest rates unchanged. In Britain, signs of weakness in the purchasing managers index prompted a rally in interest rate markets, with the September short sterling contract closing 13 basis points firmer at 93.10.

Starting had quite a good day, finishing the day against the D-Mark and dollar. It closed at DM2.3645 from DM2.3447, and at \$1.5911 from \$1.5886.

The dollar had a bright start to the day, rising around 1/4 pence in the first ten minutes of trading. Rumours that

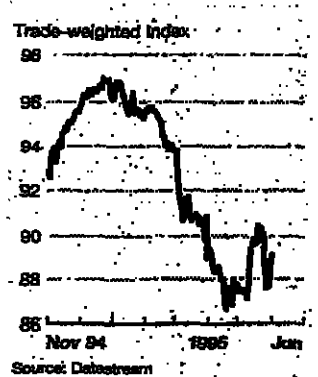
German funds were buying stimulated further dollar purchases, with the market reasoning that the funds had some insight into the likely outcome of the Bundesbank council meeting.

In fact, the brevity of the meeting suggested the agenda was devoid of controversy. The subsequent retreat in the dollar was not so much the result of disappointment at Bundesbank inactivity as a response to rumour and statistics.

The rumours centred around an influential industry letter which reported that the Bundesbank had been reluctant participants in the intervention. It also suggested that a rising dollar would serve as an obstacle to a cut in German interest rates.

Ms Alison Cottrell, analyst at Paine Webber in London, said that neither of these contentions carried much weight. As to the Bundesbank's stance, she noted: "I'm sure that is 100 per cent accurate. They only

Dollar



ever intervene reluctantly." But she also added that the Bundesbank only intervened when it stood to make money.

Ms Cottrell also disputed the view that a rally from DML38 to DML42 would have a strike fear into the Bundesbank's heart. "It is also easier to cut rates into a slightly

firmer or stable dollar than a crashing dollar, because then it can be presented on purely domestic grounds."

Intervention had, however, removed the prospect of any German rate cut yesterday, said Ms Cottrell. She said it would be anathema to the Bundesbank to be seen to be cutting rates to help the dollar.

Sentiment was also knocked by the weak NAPM report, described by Mr Tony Norfield, UK treasury economist at ABN AMRO, as being in "hard landing territory". The dollar has recently tended to weaken when confronted with economic data showing a slowdown in the economy.

Mr Norfield said most of the interbank market was sceptical about the dollar rallying, but also wary of selling the currency in the face of possible central bank intervention.

Mr Jeremy Hawkins, chief economist at the Bank of America in London, said the

passage of the dollar yesterday had illustrated two points: the short-lived effect of intervention, and that sentiment towards the dollar "is going to be determined by how the figures come in."

While intervention had provided the dollar with a short-term base, said Mr Hawkins, he continued: "Unless we see a pick-up in US data, there is every possibility we are going to see a record low before the year is out."

The Bank of England provided UK money markets with \$555m late assistance, and \$25m at established rates, after forecasting a \$750m shortage. Three month LIBOR traded at 6 1/2 per cent.

Other currencies

June 1

	Overnight	One month	Three months	Six months	One year	Libor	Dis. rate	Repo rate
Belgium	4 1/2	4 1/2	4 1/2	5	5 1/2	7.40	4.00	-
week ago	4 1/2	4 1/2	4 1/2	5	5 1/2	7.40	4.00	-
France	7 1/2	7 1/2	7 1/2	7 1/2	7 1/2	5.00	-	8.00
week ago	7 1/2	7 1/2	7 1/2	7 1/2	7 1/2	5.00	-	8.00
Germany	4 1/2	4 1/2	4 1/2	4 1/2	4 1/2	6.00	4.00	4.51
week ago	4 1/2	4 1/2	4 1/2	4 1/2	4 1/2	6.00	4.00	4.51
Ireland	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2	7 1/2	-	8.25
week ago	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2	7 1/2	-	8.25
Italy	10 1/2	10 1/2	10 1/2	10 1/2	10 1/2	7.50	10.40	-
week ago	10 1/2	10 1/2	10 1/2	10 1/2	10 1/2	7.50	10.40	-
Netherlands	4 1/2	4 1/2	4 1/2	4 1/2	4 1/2	5.25	-	5.25
week ago	4 1/2	4 1/2	4 1/2	4 1/2	4 1/2	5.25	-	5.25
Switzerland	2 1/2	2 1/2	2 1/2	2 1/2	2 1/2	6.625	3.00	-
week ago	2 1/2	2 1/2	2 1/2	2 1/2	2 1/2	6.625	3.00	-
US	6	6	6	6	6	5 1/2	10 1/2	-
week ago	6	6	6	6	6	5 1/2	10 1/2	-
Japan	1 1/2	1 1/2	1 1/2	1 1/2	1 1/2	1.00	-	1.00
week ago	1 1/2	1 1/2	1 1/2	1 1/2	1 1/2	1.00	-	1.00

WORLD INTEREST RATES

Money Rates	Overnight	One month	Three months	Six months	One year	Libor	Dis. rate	Repo rate
Belgium	4 1/2	4 1/2	4 1/2	5	5 1/2	7.40	4.00	-
week ago	4 1/2	4 1/2	4 1/2	5	5 1/2	7.40	4.00	-
France	7 1/2	7 1/2	7 1/2	7 1/2	7 1/2	5.00	-	8.00
week ago	7 1/2	7 1/2	7 1/2	7 1/2	7 1/2	5.00	-	8.00
Germany	4 1/2	4 1/2	4 1/2	4 1/2	4 1/2	6.00	4.00	4.51
week ago	4 1/2	4 1/2	4 1/2	4 1/2	4 1/2	6.00	4.00	4.51
Ireland	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2	7 1/2	-	8.25
week ago	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2	7 1/2	-	8.25
Italy	10 1/2	10 1/2	10 1/2	10 1/2	10 1/2	7.50	10.40	-
week ago	10 1/2	10 1/2	10 1/2	10 1/2	10 1/2	7.50	10.40	-
Netherlands	4 1/2	4 1/2	4 1/2	4 1/2	4 1/2	5.25	-	5.25
week ago	4 1/2	4 1/2	4 1/2	4 1/2	4 1/2	5.25	-	5.25
Switzerland	2 1/2	2 1/2	2 1/2	2 1/2	2 1/2	6.625	3.00	-
week ago	2 1/2	2 1/2	2 1/2	2 1/2	2 1/2	6.625	3.00	-
US	6	6	6	6	6	5 1/2	10 1/2	-
week ago	6	6	6	6	6	5 1/2	10 1/2	-
Japan	1 1/2	1 1/2	1 1/2	1 1/2	1 1/2	1.00	-	1.00
week ago	1 1/2	1 1/2	1 1/2	1 1/2	1 1/2	1.00	-	1.00

LIBOR FT London

Interbank	Fixed	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2
US Dollar	Fixed	5.75	5.75	5.75	5.75	5.75	5.75
week ago	Fixed	5.75	5.75	5.75	5.75	5.75	5.75
ECU	Fixed	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2
week ago	Fixed	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2
US Dollar	Fixed	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2
week ago	Fixed	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2

LIBOR interbank rates are offered rates for 30 days quoted to the market by four reference banks at 11am each working day. The banks are: Barclays Bank, Bank of Tokyo, Citicorp and National Westminster.

Mid rates are shown for the domestic Money Rates, US Dollar, ECU & ECU Linked Deposits (Oct).

EURO CURRENCY INTEREST RATES	Overnight	One month	Three months	Six months	One year
Belgium	4 1/2	4 1/2	4 1/2	4 1/2	5 1/2
week ago	4 1/2	4 1/2	4 1/2	4 1/2	5 1/2
France	7 1/2	7 1/2	7 1/2	7 1/2	7 1/2
week ago	7 1/2	7 1/2	7 1/2	7 1/2	7 1/2
Germany	4 1/2	4 1/2	4 1/2	4 1/2	4 1/2
week ago	4 1/2	4 1/2	4 1/2	4 1/2	4 1/2
Ireland	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2
week ago	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2
Italy	10 1/2	10 1/2	10 1/2	10 1/2	10 1/2
week ago	10 1/2	10 1/2	10 1/2	10 1/2	10 1/2
Netherlands	4 1/2	4 1/2	4 1/2	4 1/2	4 1/2
week ago	4 1/2	4 1/2	4 1/2	4 1/2	4 1/2
Switzerland	2 1/2	2 1/2	2 1/2	2 1/2	2 1/2
week ago	2 1/2	2 1/2	2 1/2	2 1/2	2 1/2
US	6	6	6	6	6
week ago	6	6	6	6	6
Japan	1 1/2	1 1/2	1 1/2	1 1/2	1 1/2
week ago	1 1/2	1 1/2	1 1/2	1 1/2	1 1/2

the link between the dollar and the franc broke out of a trading range that dates back to the beginning of last year. It closed at BFX20.46 against the D-Mark, from BFX20.54. The move appeared to be technically driven, especially once

the franc breached the BFX20.52 level, rather than a reflection of any new developments.

Elsewhere, the Bundesbank council left interest rates unchanged. In Britain, signs of weakness in the purchasing managers index prompted a rally in interest rate markets, with the September short sterling contract closing 13 basis points firmer at 93.10.

Starting had quite a good day, finishing the day against the D-Mark and dollar. It closed at DM2.3645 from DM2.3447, and at \$1.5911 from \$1.5886.

The dollar had a bright start to the day, rising around 1/4 pence in the first ten minutes of trading. Rumours that

German funds were buying stimulated further dollar purchases, with the market reasoning that the funds had some insight into the likely outcome of the Bundesbank council meeting.

In fact, the brevity of the meeting suggested the agenda was devoid of controversy. The subsequent retreat in the dollar was not so much the result of disappointment at Bundesbank inactivity as a response to rumour and statistics.

The rumours centred around an influential industry letter which reported that the Bundesbank had been reluctant participants in the intervention. It also suggested that a rising dollar would serve as an obstacle to a cut in German interest rates.

Ms Alison Cottrell, analyst at Paine Webber in London, said that neither of these contentions carried much weight. As to the Bundesbank's stance, she noted: "I'm sure that is 100 per cent accurate. They only

ever intervene reluctantly." But she also added that the Bundesbank only intervened when it stood to make money.

Ms Cottrell also disputed the view that a rally from DML38 to DML42 would have a strike fear into the Bundesbank's heart. "It is also easier to cut rates into a slightly

firmer or stable dollar than a crashing dollar, because then it can be presented on purely domestic grounds."

Intervention had, however, removed the prospect of any German rate cut yesterday, said Ms Cottrell. She said it would be anathema to the Bundesbank to be seen to be cutting rates to help the dollar.

Sentiment was also knocked by the weak NAPM report, described by Mr Tony Norfield, UK treasury economist at ABN AMRO, as being in "hard landing territory". The dollar has recently tended to weaken when confronted with economic data showing a slowdown in the economy.

Mr Norfield said most of the interbank market was sceptical about the dollar rallying, but also wary of selling the currency in the face of possible central bank intervention.

Mr Jeremy Hawkins, chief economist at the Bank of America in London, said the

passage of the dollar yesterday had illustrated two points: the short-lived effect of intervention, and that sentiment towards the dollar "is going to be determined by how the figures come in."

While intervention had provided the dollar with a short-term base, said Mr Hawkins, he continued: "Unless we see a pick-up in US data, there is every possibility we are going to see a record low before the year is out."

The Bank of England provided UK money markets with \$555m late assistance, and \$25m at established rates, after forecasting a \$750m shortage. Three month LIBOR traded at 6 1/2 per cent.

Other currencies

June 1

	Overnight	One month	Three months	Six months	One year	Libor	Dis. rate	Repo rate
Belgium	4 1/2	4 1/2	4 1/2	5	5 1/2	7.40	4.00	-
week ago	4 1/2	4 1/2	4 1/2	5	5 1/2	7.40	4.00	-
France	7 1/2	7 1/2	7 1/2	7 1/2	7 1/2	5.00	-	8.00
week ago	7 1/2	7 1/2	7 1/2	7 1/2	7 1/2	5.00	-	8.00
Germany	4 1/2	4 1/2	4 1/2	4 1/2	4 1/2	6.00	4.00	4.51
week ago	4 1/2	4 1/2	4 1/2	4 1/2	4 1/2	6.00	4.00	4.51
Ireland	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2	7 1/2	-	8.25
week ago	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2	7 1/2	-	8.25
Italy	10 1/2	10 1/2	10 1/2	10 1/2	10 1/2	7.50	10.40	-
week ago	10 1/2	10 1/2	10 1/2	10 1/2	10 1/2	7.50	10.40	-
Netherlands	4 1/2	4 1/2	4 1/2	4 1/2	4 1/2	5.25	-	5.25
week ago	4 1/2	4 1/2	4 1/2	4 1/2	4 1/2	5.25	-	5.25
Switzerland	2 1/2	2 1/2	2 1/2	2 1/2	2 1/2	6.625	3.00	-
week ago	2 1/2	2 1/2	2 1/2	2 1/2	2 1/2	6.625	3.00	-
US	6	6	6	6	6	5 1/2	10 1/2	-
week ago	6	6	6	6	6	5 1/2	10 1/2	-
Japan	1 1/2	1 1/2	1 1/2	1 1/2	1 1/2	1.00	-	1.00
week ago	1 1/2	1 1/2	1 1/2	1 1/2	1 1/2	1.00	-	1.00

LIBOR FT London

Interbank	Fixed	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2
US Dollar	Fixed	5.75	5.75	5.75	5.75	5.75	5.75
week ago	Fixed	5.75	5.75	5.75	5.75	5.75	5.75
ECU	Fixed	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2
week ago	Fixed	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2
US Dollar	Fixed	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2
week ago	Fixed	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2

LIBOR interbank rates are offered rates for 30 days quoted to the market by four reference banks at 11am each working day. The banks are: Barclays Bank, Bank of Tokyo, Citicorp and National Westminster.

Mid rates are shown for the domestic Money Rates, US Dollar, ECU & ECU Linked Deposits (Oct).

Credit Lyonnais	6.75	Mount Banking
Cyprian Popular Bank	6.75	NatWestminster
		Offen Brothers ..

INVESTMENT TRUSTS -Cont.[illegible][illegible][illegible][illegible][illegible]

2.0	252.7	8.5
1.8	253.1	78.4
1.6	87.5	5
1.3	130.7	7.3
1.1	32.8	5.5
0.9	25.7	4.5
0.7	12.3	1.2
0.5	70.9	8.7
0.3	20.4	13.5
0.2	20.5	13.1
0.1	20.5	13.1
0.0	21.3	4.8
0.0	71.3	7.0
0.0	59.1	15.4
0.0	52.8	15.2
0.0	16.7	22.3
0.0	12.7	69.9
0.0	15.1	69.9
0.0	15.1	69.9
0.0	132.2	5.1
0.0	227.7	7.2
0.0	64.5	12.2
0.0	305.3	3.2
0.0	118.1	0.4
0.0	73.0	4.5
0.0	264.6	18.7
0.0	116.8	10.1
0.0	7.0	8.8
0.0	22.1	2.8
0.0	85.1	2.7
0.0	132.0	-2.1
0.0	132.0	-2.1
0.0	142.2	0.8
0.0	123.5	-3.5
0.0	100.2	-7.7
0.0	35.3	14.3
0.0	2.0	2.1
0.0	71.0	15.4
0.0	10.0	15.4

INVESTMENT TRUST
 INVESTMENT COMPANIES

TRANSPORT - Cont.

+44 in place of the first 0.

٥٥١ من الاصل

... ..

[illegible]

LONDON STOCK EXCHANGE

MARKET REPORT

Equities shrug off early decline on Wall Street

By Steve Thompson, UK Stock Market Editor

London's equity market slipped back from its high yesterday but still recorded its best closing level of 1995, in the wake of Wall Street's upsurge on Wednesday.

European equity markets were unsettled during the afternoon by a weak opening on Wall Street, which reflected the latest economic news from the US. Another increase in US unemployment claims, coupled with a much lower than expected National Association of Purchasing Management index for May, increased market fears that the US could be heading for a "hard land-

ing" or recession, rather than a "soft landing".

Following the NAPM news and also the Bundesbank's "no change" policy on German interest rates, the dollar began to lose ground against the D-Mark, yen and French franc.

There was some comfort for equity markets, however, in the performance of bonds, funds and gilts which delivered another impressively strong showing.

At the close the FT-SE 100 index was 21.3 firmer at 3,340.6. The FT-SE Mid 250 index ended 21 up at a 1995 closing peak of 3,674.8. Turnover was 663.1m shares yesterday, while the value of customer business on Wednesday improved to £1.2bn.

Marketmakers in London refused to be panicked by Wall Street's opening slide. "We are still very bullish; we have given back some of the market's earlier gain, but the feeling in the marketplace is still very positive," said the head of marketmaking at one of the leading UK securities houses.

He added that the market was expecting a flurry of corporate activity in coming weeks, spearheaded by the bid battle for control of VSEL, the warship manufacturer. The pharmaceuticals sector is another area where corporate activity is thought to be imminent, with the Fisons/Medeva merger terms expected very soon. And talk that a

sizeable bid is on the cards in the merchant banks refuses to die down. Kleinwort Benson has long been a prime target in the sector.

Wednesday's 86-point leap by the Dow Jones Industrial Average and an initial further rise in the dollar triggered an early mark-up in UK equities. The FT-SE 100 opened some 33 points ahead and stayed around the 3,350 level until the early afternoon, when a litany Wall Street saw the Footsie close some 12 points below the day's high.

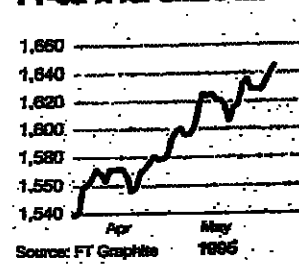
Most of the day's corporate reports were well up to expectations and often exceeded consensus forecasts. Siebe, the diversified engineering group, topped the FT-SE 100

performance table after delivering excellent figures accompanied by an encouraging statement.

Northern Ireland Electricity figured prominently in the FT-SE Mid 250 index after bumper figures and as the company announced that it was seeking shareholder permission to buy back 15 per cent of its own shares.

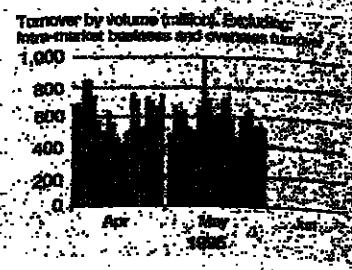
Mr Richard Jeffrey, economist and equity market strategist at Charterhouse Tilney, the stockbroker, maintained "there is a lot of value in London, more so than in Wall Street", pointing to improved institutional liquidity and also to falling gilt yields, "which reveal the value in the equity market".

FT-SE-A All-Share Index



Source: FT Graphite

Equity shares by sector



Indices and ratios

FT-SE 100	3340.6	+21.2
FT-SE Mid 250	3674.8	+21.0
FT-SE 350	1860.9	+10.4
FT-SE-A All-Share	1642.33	+8.77
FT-SE-A All-Share yield	3.94	(2.09)

FT Ordinary index	2622.9	+18.1
FT-SE-A Non Fins p/e	16.80	(0.08)
FT-SE 100 P/E Jun	3340.6	+21.0
10 yr Gilt yield	7.36	(0.01)
Long gilt/yield ratio	2.03	(2.04)

Best performing sectors	+1.4
1 Household Goods	+1.3
2 Banks, Retail	+1.3
3 Property	+1.3
4 Media	+1.1
5 Tobacco	+1.0

Worst performing sectors

1 Chemicals	-0.2
2 Building Metals	-0.1
3 Chemicals	-0.1
4 Pharmaceuticals	-0.1
5 Other Financial	-0.2

FUTURES AND OPTIONS

FT-SE 100 INDEX FUTURES (LIFE) £25 per full index point (pips)

	Open	Set price	Change	High	Low	Est. vol.	Open int.
Jun	3355.0	3340.6	+21.0	3365.0	3325.0	12167	66599
Sep	3377.0	3360.0	+21.0	3380.0	3340.0	1521	12544
Dec	3405.0	3385.0	+21.0	3405.0	3405.0	68	429

FT-SE MID 250 INDEX FUTURES (LIFE) £10 per full index point

	Open	Set price	Change	High	Low	Est. vol.	Open int.
Jun	3695.0	3674.8	+21.0	3705.0	3665.0	302	2738
Sep	3719.0	3700.0	+21.0	3720.0	3700.0	300	2821

FT-SE 350 INDEX OPTION (LIFE) £10 per full index point

	3150	3200	3250	3300	3350	3400	3450	3500
Jun	197.1	198.2	199.3	200.4	201.5	202.6	203.7	204.8
Jul	210.7	211.8	212.9	214.0	215.1	216.2	217.3	218.4
Aug	224.3	225.4	226.5	227.6	228.7	229.8	230.9	232.0
Sep	237.9	239.0	240.1	241.2	242.3	243.4	244.5	245.6
Oct	251.5	252.6	253.7	254.8	255.9	257.0	258.1	259.2
Nov	265.1	266.2	267.3	268.4	269.5	270.6	271.7	272.8
Dec	278.7	279.8	280.9	282.0	283.1	284.2	285.3	286.4

EURO STYLE FT-SE 100 INDEX OPTION (LIFE) £10 per full index point

	3175	3225	3275	3325	3375	3425	3475	3525
Jun	172.2	173.3	174.4	175.5	176.6	177.7	178.8	179.9
Jul	185.8	186.9	188.0	189.1	190.2	191.3	192.4	193.5
Aug	199.4	200.5	201.6	202.7	203.8	204.9	206.0	207.1
Sep	213.0	214.1	215.2	216.3	217.4	218.5	219.6	220.7
Oct	226.6	227.7	228.8	229.9	231.0	232.1	233.2	234.3
Nov	240.2	241.3	242.4	243.5	244.6	245.7	246.8	247.9
Dec	253.8	254.9	256.0	257.1	258.2	259.3	260.4	261.5

Data 1994 Jan 8/74. Underlying index value. Premiums shown are based on settlement prices.

1 Lot equals 100 shares.

TRADING VOLUME

Major Stocks Yesterday

Vol.	Change	Days
487	36.5	+0.5
1,030	26	+1.4
1,030	26	+1.4
1,030	26	+1.4
1,030	26	+1.4
1,030	26	+1.4
1,030	26	+1.4
1,030	26	+1.4
1,030	26	+1.4
1,030	26	+1.4

MARKET REPORTERS:

Peter John,
Joel Khazoo,
Jeffrey Brown.

LONDON RECENT ISSUES: EQUITIES

Issue	Ant.	Mid.	Price	paid	1995	1994	1993	1992	1991	1990	1989	1988	1987	1986	1985	1984	1983	1982	1981	1980	1979	1978	1977	1976	1975	1974	1973	1972	1971	1970	1969	1968	1967	1966	1965	1964	1963	1962	1961	1960	1959	1958	1957	1956	1955	1954	1953	1952	1951	1950	1949	1948	1947	1946	1945	1944	1943	1942	1941	1940	1939	1938	1937	1936	1935	1934	1933	1932	1931	1930	1929	1928	1927	1926	1925	1924	1923	1922	1921	1920	1919	1918	1917	1916	1915	1914	1913	1912	1911	1910	1909	1908	1907	1906	1905	1904	1903	1902	1901	1900	1899	1898	1897	1896	1895	1894	1893	1892	1891	1890	1889	1888	1887	1886	1885	1884	1883	1882	1881	1880	1879	1878	1877	1876	1875	1874	1873	1872	1871	1870	1869	1868	1867	1866	1865	1864	1863	1862	1861	1860	1859	1858	1857	1856	1855	1854	1853	1852	1851	1850	1849	1848	1847	1846	1845	1844	1843	1842	1841	1840	1839	1838	1837	1836	1835	1834	1833	1832	1831	1830	1829	1828	1827	1826	1825	1824	1823	1822	1821	1820	1819	1818	1817	1816	1815	1814	1813	1812	1811	1810	1809	1808	1807	1806	1805	1804	1803	1802	1801	1800	1799	1798	1797	1796	1795	1794	1793	1792	1791	1790	1789	1788	1787	1786	1785	1784	1783	1782	1781	1780	1779	1778	1777	1776	1775	1774	1773	1772	1771	1770	1769	1768	1767	1766	1765	1764	1763	1762	1761	1760	1759	1758	1757	1756	1755	1754	1753	1752	1751	1750	1749	1748	1747	1746	1745	1744	1743	1742	1741	1740	1739	1738	1737	1736	1735	1734	1733	1732	1731	1730	1729	1728	1727	1726	1725	1724	1723	1722	1721	1720	1719	1718	1717	1716	1715	1714	1713	1712	1711	1710	1709	1708	1707	1706	1705	1704	1703	1702	1701	1700	1699	1698	1697	1696	1695	1694	1693	1692	1691	1690	1689	1688	1687	1686	1685	1684	1683	1682	1681	1680	1679	1678	1677	1676	1675	1674	1673	1672	1671	1670	1669	1668	1667	1666	1665	1664	1663	1662	1661	1660	1659	1658	1657	1656	1655	1654	1653	1652	1651	1650	1649	1648	1647	1646	1645	1644	1643	1642	1641	1640	1639	1638	1637	1636	1635	1634	1633	1632	1631	1630	1629	1628	1627	1626	1625	1624	1623	1622	1621	1620	1619	1618	1617	1616	1615	1614	1613	1612	1611	1610	1609	1608	1607	1606	1605	1604	1603	1602	1601	1600	1599	1598	1597	1596	1595	1594	1593	1592	1591	1590	1589	1588	1587	1586	1585	1584	1583	1582	1581	1580	1579	1578	1577	1576	1575	1574	1573	1572	1571	1570	1569	1568	1567	1566	1565	1564	1563	1562	1561	1560	1559	1558	1557	1556	1555	1554	1553	1552	1551	1550	1549	1548	1547	1546	1545	1544	1543	1542	1541	1540	1539	1538	1537	1536	1535	1534	1533	1532	1531	1530	1529	1528	1527	1526	1525	1524	1523	1522	1521	1520	1519	1518	1517	1516	1515	1514	1513	1512	1511	1510	1509	1508	1507	1506	1505	1504	1503	1502	1501	1500	1499	1498	1497	1496	1495	1494	1493	1492	1491	1490	1489	1488	1487	1486	1485	1484	1483	1482	1481	1480	1479	1478	1477	1476	1475	1474	1473	1472	1471	1470	1469	1468	1467	1466	1465	1464	1463	1462	1461	1460	1459	1458	1457	1456	1455	1454	1453	1452	1451	1450	1449	1448	1447	1446	1445	1444	1443	1442	1441	1440	1439	1438	1437	1436	1435	1434	1433	1432	1431	1430	1429	1428	1427	1426	1425	1424	1423	1422	1421	1420	1419	1418	1417	1416	1415	1414	1413	1412	1411	1410	1409	1408	1407	1406	1405	1404	1403	1402	1401	1400	1399	1398	1397	1396	1395	1394	1393	1392	1391	1390	1389	1388	1387	1386	1385	1384	1383	1382	1381	1380	1379	1378	1377	1376	1375	1374	1373	1372	1371	1370	1369	1368	1367	1366	1365	1364	1363	1362	1361	1360	1359	1358	1357	1356	1355	1354	1353	1352	1351	1350	1349	1348	1347	1346	1345	1344	1343	1342	1341	1340	1339	1338	1337	1336	1335	1334	1333	1332	1331	1330	1329	1328	1327	1326	1325	1324	1323	1322	1321	1320	1319	1318	1317	1316	1315	1314	1313	1312	1311	1310	1309	1308	1307	1306	1305	1304	1303	1302	1301	1300	1299	1298	1297	1296	1295	1294	1293	1292	1291	1290	1289	1288	1287	1286	1285	1284	1283	1282	1281	1280	1279	1278	1277	1276	1275	1274	1273	1272	1271	1270	1269	1268	1267	1266	1265	1264	1263	1262	1261	1260	1259	1258	1257	1256	1255	1254	1253	1252	1251	1250
-------	------	------	-------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------

WORLD STOCK MARKETS

EUROPE (Jun 1 / Fri)									
Amsterdam (Am 1 / Fri)	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
Berlin (Jun 1 / Fri)	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
Brussels (Jun 1 / Fri)	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
Frankfurt (Jun 1 / Fri)	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
London (Jun 1 / Fri)	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
Madrid (Jun 1 / Fri)	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
Paris (Jun 1 / Fri)	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
Stockholm (Jun 1 / Fri)	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
Zurich (Jun 1 / Fri)	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
ASIA (Jun 1 / Fri)									
Hong Kong (Jun 1 / Fri)	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
Japan (Jun 1 / Fri)	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
South Korea (Jun 1 / Fri)	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
Taiwan (Jun 1 / Fri)	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
Thailand (Jun 1 / Fri)	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
OCEANIA (Jun 1 / Fri)									
Australia (Jun 1 / Fri)	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
New Zealand (Jun 1 / Fri)	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
AFRICA (Jun 1 / Fri)									
South Africa (Jun 1 / Fri)	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
MIDDLE EAST (Jun 1 / Fri)									
Israel (Jun 1 / Fri)	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
AMERICA (Jun 1 / Fri)									
Canada (Jun 1 / Fri)	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
USA (Jun 1 / Fri)	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3

INDICES									
Amsterdam	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
Berlin	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
Brussels	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
Frankfurt	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
London	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
Madrid	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
Paris	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
Stockholm	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
Zurich	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
US INDICES									
Dow Jones	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
S&P 500	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
NASDAQ	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
NYSE	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
AMEX	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
RATIOS									
P/E Ratio	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
Dividend Yield	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
NEW YORK ACTIVE STOCKS									
Volume	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
Value	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
TRADING ACTIVITY									
Volume	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3
Value	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3	177.3

TO KYO - MOST ACTIVE STOCKS Thursday, June 1, 1995									
Stock	Price	Change	Volume	Stock	Price	Change	Volume	Stock	Price
Fuji	177.3	177.3	177.3	Nissan	177.3	177.3	177.3	Toyota	177.3
Yamaha	177.3	177.3	177.3	Mitsubishi	177.3	177.3	177.3	Subaru	177.3
Suzuki	177.3	177.3	177.3	Honda	177.3	177.3	177.3	Isuzu	177.3
Mazda	177.3	177.3	177.3	Infiniti	177.3	177.3	177.3	Lexus	177.3
Volvo	177.3	177.3	177.3	Mercedes	177.3	177.3	177.3	Bentley	177.3
Rolls Royce	177.3	177.3	177.3	Rolls Royce	177.3	177.3	177.3	Rolls Royce	177.3
Rolls Royce	177.3	177.3	177.3	Rolls Royce	177.3	177.3	177.3	Rolls Royce	177.3
Rolls Royce	177.3	177.3	177.3	Rolls Royce	177.3	177.3	177.3	Rolls Royce	177.3
Rolls Royce	177.3	177.3	177.3	Rolls Royce	177.3	177.3	177.3	Rolls Royce	177.3

To subscribe to the FT call Europe: + 49 69 156 850
 Asia/Pacific: + 81 3 3295 17 11 USA/Canada: + 1 212 752 4500

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Have your FT
Cy

ave your FT
Cy
Financial Times. Wo

Stock	P/E	Div. Y	100s	High	Low	Chng	Stock	P/E	Div. Y	100s	High	Low	Chng	Stock	P/E	Div. Y	100s	High	Low	Chng	Stock	P/E	Div. Y	100s	High	Low	Chng		
ABB Ind	0.20	11	356	12	114	12	+4	Deere	0.44	16	242	19	18	-1	Eastman	0.06	6	42	131	124	134	+4	Pharm	24	2555	24	233	23	
ACC Corp	0.12	7	1342	14	113	13	+3	Del Com	121220	51	60	51	-	GenCorp	0.14	44	174	125	124	124	+4	Quadrant	4	43	53	53	53		
Acme	15	15	933	17	164	16	+2	Dynco	0.20	120	54	35	36	+3	Kaiser	0.08	15	122	16	15	15	+4	Quaker	81	2164	24	254	24	
Acme Wts	6	19	104	16	16	16	+2	Dynco	0.13	9	243	24	34	37	+3	Kelco	0.14	17	240	282	282	282	+4	Quaker	81	2164	24	254	24
Adco	18	114	101	19	18	18	+2	Dynco	0.20	17	4	74	67	74	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
AdcoTech	17	107	31	24	20	20	+3	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
ADCO Tels	42	1455	34	30	39	31	+3	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	25	32	132	13	13	13	+4	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.16	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81	2164	24	254	24
Admission	0.20	11	100	24	24	24	+2	Dynco	0.13	14	22	20	27	27	+3	Kelly	0.11	29	79	84	84	84	+4	Quaker	81				

4 pm close June 1

[illegible]

and delivery services are available for all subscribers throughout Cyprus subject to confirmation by the Distributor. Please call MK Media Link Services on (02) 36 74 50 for more information.

Financial Times. World Business Newspaper

...the ...

the 1990s, the number of people in the United States who are 65 years of age or older is projected to increase from 20 million to 35 million, and the number of people 75 years of age or older is projected to increase from 10 million to 15 million (U.S. Census Bureau, 1996).

the 1990s, the number of people in the United States who are 65 years of age or older is projected to increase from 20 million to 35 million, and the number of people 75 years of age or older is projected to increase from 10 million to 15 million (U.S. Census Bureau, 1996).

the 1990s, the number of people in the United States who are 65 years of age or older is projected to increase from 20 million to 35 million, and the number of people 75 years of age or older is projected to increase from 10 million to 17 million (U.S. Census Bureau, 1997).

the 1990s, the number of people in the United States who are 65 years of age or older is projected to increase from 20 million to 35 million, and the number of people 75 years of age or older is projected to increase from 10 million to 15 million (U.S. Census Bureau, 1996).

[illegible]

[illegible]

Dart Group	0.13	2	7	89	87	89
DataSwitch	16	232	4 $\frac{1}{2}$	4 $\frac{1}{2}$	4 $\frac{1}{2}$	
Johansen W.	20	9	21 $\frac{1}{2}$	21 $\frac{1}{2}$	21 $\frac{1}{2}$	
Jones Int.	10	786	13 $\frac{1}{2}$	13 $\frac{1}{2}$	13 $\frac{1}{2}$	-1 $\frac{1}{2}$
Prins Life	0.08	6	536	7 $\frac{1}{2}$	7 $\frac{1}{2}$	4 $\frac{1}{2}$
Progress	438	4549	60 $\frac{1}{2}$	54 $\frac{1}{2}$	58 $\frac{1}{2}$	-1 $\frac{1}{2}$
Ryan	100	100	100	100	100	100
Xerox	35	6638	87	85	85 $\frac{1}{2}$	+1 $\frac{1}{2}$

Datamax	16	15	7 $\frac{1}{2}$	7 $\frac{1}{2}$	7 $\frac{1}{2}$	- $\frac{1}{2}$	James Bros	0.10	15	23 $\frac{1}{2}$	10 $\frac{1}{2}$	10	10	77/Loft	14	8180	14 $\frac{1}{2}$	13 $\frac{1}{2}$	13 $\frac{1}{2}$	-4	Artum	11	804	17 $\frac{1}{2}$	10 $\frac{1}{2}$	10 $\frac{1}{2}$	+		
Datascope	15	181	17	16 $\frac{1}{2}$	16 $\frac{1}{2}$		Joshua Cp	1.20	15	14	26	25 $\frac{1}{2}$	25 $\frac{1}{2}$	-3 $\frac{1}{2}$	Pride Pet	21	2389	8	7 $\frac{1}{2}$	7 $\frac{1}{2}$	-4	Xoma Corp	1	493	2 $\frac{1}{2}$	2 $\frac{1}{2}$	2 $\frac{1}{2}$	-	
							KR Co	1.00	14	36	31 $\frac{1}{2}$	30 $\frac{1}{2}$	30 $\frac{1}{2}$		Reynolds	15	306	73 $\frac{1}{2}$	22	73 $\frac{1}{2}$	-4	Yellow	0.95	93	657	14	185	183	-

[illegible]

1990-1991	1991-1992	1992-1993	1993-1994	1994-1995	1995-1996	1996-1997	1997-1998	1998-1999	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035	2035-2036	2036-2037	2037-2038	2038-2039	2039-2040	2040-2041	2041-2042	2042-2043	2043-2044	2044-2045	2045-2046	2046-2047	2047-2048	2048-2049	2049-2050	2050-2051	2051-2052	2052-2053	2053-2054	2054-2055	2055-2056	2056-2057	2057-2058	2058-2059	2059-2060	2060-2061	2061-2062	2062-2063	2063-2064	2064-2065	2065-2066	2066-2067	2067-2068	2068-2069	2069-2070	2070-2071	2071-2072	2072-2073	2073-2074	2074-2075	2075-2076	2076-2077	2077-2078	2078-2079	2079-2080	2080-2081	2081-2082	2082-2083	2083-2084	2084-2085	2085-2086	2086-2087	2087-2088	2088-2089	2089-2090	2090-2091	2091-2092	2092-2093	2093-2094	2094-2095	2095-2096	2096-2097	2097-2098	2098-2099	2099-2100	2100-2101	2101-2102	2102-2103	2103-2104	2104-2105	2105-2106	2106-2107	2107-2108	2108-2109	2109-2110	2110-2111	2111-2112	2112-2113	2113-2114	2114-2115	2115-2116	2116-2117	2117-2118	2118-2119	2119-2120	2120-2121	2121-2122	2122-2123	2123-2124	2124-2125	2125-2126	2126-2127	2127-2128	2128-2129	2129-2130	2130-2131	2131-2132	2132-2133	2133-2134	2134-2135	2135-2136	2136-2137	2137-2138	2138-2139	2139-2140	2140-2141	2141-2142	2142-2143	2143-2144	2144-2145	2145-2146	2146-2147	2147-2148	2148-2149	2149-2150	2150-2151	2151-2152	2152-2153	2153-2154	2154-2155	2155-2156	2156-2157	2157-2158	2158-2159	2159-2160	2160-2161	2161-2162	2162-2163	2163-2164	2164-2165	2165-2166	2166-2167	2167-2168	2168-2169	2169-2170	2170-2171	2171-2172	2172-2173	2173-2174	2174-2175	2175-2176	2176-2177	2177-2178	2178-2179	2179-2180	2180-2181	2181-2182	2182-2183	2183-2184	2184-2185	2185-2186	2186-2187	2187-2188	2188-2189	2189-2190	2190-2191	2191-2192	2192-2193	2193-2194	2194-2195	2195-2196	2196-2197	2197-2198	2198-2199	2199-2200	2200-2201	2201-2202	2202-2203	2203-2204	2204-2205	2205-2206	2206-2207	2207-2208	2208-2209	2209-2210	2210-2211	2211-2212	2212-2213	2213-2214	2214-2215	2215-2216	2216-2217	2217-2218	2218-2219	2219-2220	2220-2221	2221-2222	2222-2223	2223-2224	2224-2225	2225-2226	2226-2227	2227-2228	2228-2229	2229-2230	2230-2231	2231-2232	2232-2233	2233-2234	2234-2235	2235-2236	2236-2237	2237-2238	2238-2239	2239-2240	2240-2241	2241-2242	2242-2243	2243-2244	2244-2245	2245-2246	2246-2247	2247-2248	2248-2249	2249-2250	2250-2251	2251-2252	2252-2253	2253-2254	2254-2255	2255-2256	2256-2257	2257-2258	2258-2259	2259-2260	2260-2261	2261-2262	2262-
-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-------

Journal of Management Education 36(8) 907-924

AMERICA

Profit-taking hits US stocks at midsession

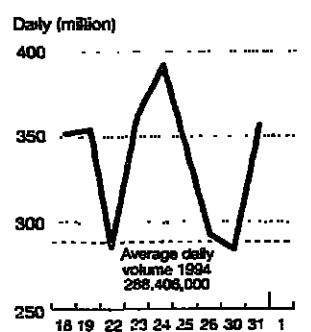
Wall Street

US share prices were mostly lower in early afternoon trading as the market was hit by profit-taking and renewed fears of weak second-quarter earnings, writes Lisa Brunsten in New York.

At 1pm the Dow Jones Industrial Average was down 9.34 points at 4,458.80. The more broadly based Standard & Poor's 500 shed 1.32 to 532.18 and the American Stock Exchange composite lost 1.12 at 490.98. Volume on the NYSE came to 197m shares.

But while most indices fell, the Nasdaq composite, which has a high proportion of tech-

NYSE volume



nology issues, continued to rebound from Monday's loss of more than 13 points, gaining 4.04 at 588.62.

The Pacific Stock Exchange technology index was also stronger and in early trading it was ahead 1.1 per cent.

Micron Technology, up 1% at \$46, was the most actively traded share on the NYSE for the second consecutive day.

Among other gaining high-tech issues, IBM put on 1% at \$94, Motorola 1% at \$81, Intel 3% at \$115 and Applied Materials 2% at \$79.

The Dow and S&P 500 jumped at the opening bell following the 86-point upsurge by the Dow on Wednesday.

Caution in São Paulo

São Paulo was down slightly by midday in light trade as investors behaved cautiously after the replacement of Mr Persio Arida, president of the central bank, by Mr Gustavo Loyola. The Bovespa index dipped 176 to 37,000 in turnover of R\$128.8m (\$142.2m).

Baring Securities commented that the exit of Mr Arida had come as no surprise to the financial community, given his demonstration over recent months of a lack of both administrative and political skills. The broker's Latin American research team felt that the appointment of Mr Loyola would quell any short-

S Africa sees modest rise

Shares made slight gains in thin trade, with Wall Street's sharp overnight advance not even providing a measure of support. Foreign funds were active, however, brokers said, with Liberty Life being targeted and the shares adding 50 cents at R100.

Traders said that prospects for industrial stocks hinged on domestic economic trends, as well as the resolution of a dispute between the ANC and

Stocks then headed into negative territory after the National Association of Purchasing Management released figures showing that factory activity was 46.1 per cent last month, the lowest level since May 1991. Any reading below 50 per cent is considered as a sign of declining factory activity.

But in spite of the low NAPM figures, investors appeared nervous rather than enormously concerned about second-quarter profits, and by early afternoon both the Dow and the S&P 500 were well off their session lows.

Cyclical stocks outperformed consumer issues by holding nearly steady, while the Morgan Stanley index of consumer shares slipped 0.65 per cent.

Declining consumer stocks included Coca-Cola, off 1% at \$60, PepsiCo, down 1% at \$47, and International Flavors & Fragrances, \$1 cheaper at \$49.

Ratings changes affected several companies. Stone Container gained more than 7 per cent or \$14 at \$134 after Merrill Lynch upgraded its near-term rating on the company to "above average" from "hold".

Cordis dropped \$5 to \$64 after Donaldson Lufkin & Jenrette lowered its earnings estimate for the company.

Canada

Toronto was depressed by moderate profit-taking and sluggish North American debt markets, and the TSE 300 index had gained 6.24 points to 4,442.40 at midsession. Banks, financials and gas and electric utilities, interest rate-sensitive, all slid, while gold and other precious metals, and breweries, advanced.

The breweries index was up 57.91 or 1.2 per cent at 4,955.01 at 1pm. John Labatt was trading 5% higher at C\$25 in heavy afternoon turnover amid renewed market speculation that a second bidder would soon emerge.

EUROPE

Several bourses move up into new high ground

The Dow, overnight, the dollar and bonds excited bourses yesterday morning, writes Our Markets Staff. They lost some of their power by the end of the day but, in the interim, several markets had either flirted with, or achieved, record highs.

FRANKFURT'S Dax index peaked at an all-time high of 2,135.37, about 10 points short of its 12-month high. Reflecting the dollar's effect on exporters, and the bond market's on interest rate-sensitive stocks, carmakers, engineers and utilities left the key index 19.29 higher at 2,119.24 after a session close of 2,126.28.

Turnover swelled by a full DM3bn to DM9.4bn. In carmakers, BMW rose DM9.20 to DM771.60 and Daimler, which has seen a spate of downgrades after warnings about the dollar's impact on its profits, ended DM7.10 higher at DM692.40. In utilities, Viag gained DM8.50 at DM548.50.

After an 80 per cent increase in net profits at its trading subsidiary Klockner & Co.

Three blue chips which underwent 10-for-one stock splits produced a relatively subdued share price performance, but they had risen in anticipation of the event. Deut-

FT-SE Actuaries Share Indices

	Jun 1	Open	10.30	11.00	12.00	13.00	14.00	15.00	Close
FT-SE 100	1375.85	1375.85	1375.85	1375.85	1375.85	1375.85	1375.85	1375.85	1375.85
FT-SE 200	1483.48	1483.48	1483.48	1483.48	1483.48	1483.48	1483.48	1483.48	1483.48

THE EUROPEAN SERIES

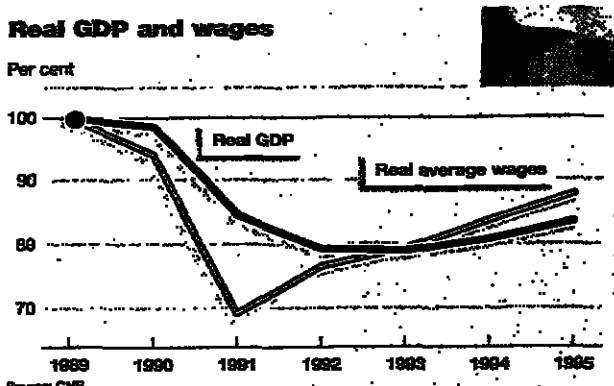
	May 31	May 30	May 29	May 28	May 27
FT-SE 100	1354.50	1359.01	1341.67	1358.70	1363.23
FT-SE 200	1442.07	1452.49	1434.28	1453.70	1461.53

Don't miss our FT-SE 100 - 1995, 200 - 1996, 100 - 1997, 100 - 1998, 100 - 1999, 100 - 2000, 100 - 2001, 100 - 2002, 100 - 2003, 100 - 2004, 100 - 2005, 100 - 2006, 100 - 2007, 100 - 2008, 100 - 2009, 100 - 2010, 100 - 2011, 100 - 2012, 100 - 2013, 100 - 2014, 100 - 2015, 100 - 2016, 100 - 2017, 100 - 2018, 100 - 2019, 100 - 2020, 100 - 2021, 100 - 2022, 100 - 2023, 100 - 2024, 100 - 2025, 100 - 2026, 100 - 2027, 100 - 2028, 100 - 2029, 100 - 2030, 100 - 2031, 100 - 2032, 100 - 2033, 100 - 2034, 100 - 2035, 100 - 2036, 100 - 2037, 100 - 2038, 100 - 2039, 100 - 2040, 100 - 2041, 100 - 2042, 100 - 2043, 100 - 2044, 100 - 2045, 100 - 2046, 100 - 2047, 100 - 2048, 100 - 2049, 100 - 2050, 100 - 2051, 100 - 2052, 100 - 2053, 100 - 2054, 100 - 2055, 100 - 2056, 100 - 2057, 100 - 2058, 100 - 2059, 100 - 2060, 100 - 2061, 100 - 2062, 100 - 2063, 100 - 2064, 100 - 2065, 100 - 2066, 100 - 2067, 100 - 2068, 100 - 2069, 100 - 2070, 100 - 2071, 100 - 2072, 100 - 2073, 100 - 2074, 100 - 2075, 100 - 2076, 100 - 2077, 100 - 2078, 100 - 2079, 100 - 2080, 100 - 2081, 100 - 2082, 100 - 2083, 100 - 2084, 100 - 2085, 100 - 2086, 100 - 2087, 100 - 2088, 100 - 2089, 100 - 2090, 100 - 2091, 100 - 2092, 100 - 2093, 100 - 2094, 100 - 2095, 100 - 2096, 100 - 2097, 100 - 2098, 100 - 2099, 100 - 2100, 100 - 2101, 100 - 2102, 100 - 2103, 100 - 2104, 100 - 2105, 100 - 2106, 100 - 2107, 100 - 2108, 100 - 2109, 100 - 2110, 100 - 2111, 100 - 2112, 100 - 2113, 100 - 2114, 100 - 2115, 100 - 2116, 100 - 2117, 100 - 2118, 100 - 2119, 100 - 2120, 100 - 2121, 100 - 2122, 100 - 2123, 100 - 2124, 100 - 2125, 100 - 2126, 100 - 2127, 100 - 2128, 100 - 2129, 100 - 2130, 100 - 2131, 100 - 2132, 100 - 2133, 100 - 2134, 100 - 2135, 100 - 2136, 100 - 2137, 100 - 2138, 100 - 2139, 100 - 2140, 100 - 2141, 100 - 2142, 100 - 2143, 100 - 2144, 100 - 2145, 100 - 2146, 100 - 2147, 100 - 2148, 100 - 2149, 100 - 2150, 100 - 2151, 100 - 2152, 100 - 2153, 100 - 2154, 100 - 2155, 100 - 2156, 100 - 2157, 100 - 2158, 100 - 2159, 100 - 2160, 100 - 2161, 100 - 2162, 100 - 2163, 100 - 2164, 100 - 2165, 100 - 2166, 100 - 2167, 100 - 2168, 100 - 2169, 100 - 2170, 100 - 2171, 100 - 2172, 100 - 2173, 100 - 2174, 100 - 2175, 100 - 2176, 100 - 2177, 100 - 2178, 100 - 2179, 100 - 2180, 100 - 2181, 100 - 2182, 100 - 2183, 100 - 2184, 100 - 2185, 100 - 2186, 100 - 2187, 100 - 2188, 100 - 2189, 100 - 2190, 100 - 2191, 100 - 2192, 100 - 2193, 100 - 2194, 100 - 2195, 100 - 2196, 100 - 2197, 100 - 2198, 100 - 2199, 100 - 2200, 100 - 2201, 100 - 2202, 100 - 2203, 100 - 2204, 100 - 2205, 100 - 2206, 100 - 2207, 100 - 2208, 100 - 2209, 100 - 2210, 100 - 2211, 100 - 2212, 100 - 2213, 100 - 2214, 100 - 2215, 100 - 2216, 100 - 2217, 100 - 2218, 100 - 2219, 100 - 2220, 100 - 2221, 100 - 2222, 100 - 2223, 100 - 2224, 100 - 2225, 100 - 2226, 100 - 2227, 100 - 2228, 100 - 2229, 100 - 2230, 100 - 2231, 100 - 2232, 100 - 2233, 100 - 2234, 100 - 2235, 100 - 2236, 100 - 2237, 100 - 2238, 100 - 2239, 100 - 2240, 100 - 2241, 100 - 2242, 100 - 2243, 100 - 2244, 100 - 2245, 100 - 2246, 100 - 2247, 100 - 2248, 100 - 2249, 100 - 2250, 100 - 2251, 100 - 2252, 100 - 2253, 100 - 2254, 100 - 2255, 100 - 2256, 100 - 2257, 100 - 2258, 100 - 2259, 100 - 2260, 100 - 2261, 100 - 2262, 100 - 2263, 100 - 2264, 100 - 2265, 100 - 2266, 100 - 2267, 100 - 2268, 100 - 2269, 100 - 2270, 100 - 2271, 100 - 2272, 100 - 2273, 100 - 2274, 100 - 2275, 100 - 2276, 100 - 2277, 100 - 2278, 100 - 2279, 100 - 2280, 100 - 2281, 100 - 2282, 100 - 2283, 100 - 2284, 100 - 2285, 100 - 2286, 100 - 2287, 100 - 2288, 100 - 2289, 100 - 2290, 100 - 2291, 100 - 2292, 100 - 2293, 100 - 2294, 100 - 2295, 100 - 2296, 100 - 2297, 100 - 2298, 100 - 2299, 100 - 2300, 100 - 2301, 100 - 2302, 100 - 2303, 100 - 2304, 100 - 2305, 100 - 2306, 100 - 2307, 100 - 2308, 100 - 2309, 100 - 2310, 100 - 2311, 100 - 2312, 100 - 2313, 100 - 2314, 100 - 2315, 100 - 2316, 100 - 2317, 100 - 2318, 100 - 2319, 100 - 2320, 100 - 2321, 100 - 2322, 100 - 2323, 100 - 2324, 100 - 2325, 100 - 2326, 100 - 2327, 100 - 2328, 100 - 2329, 100 - 2330, 100 - 2331, 100 - 2332, 100 - 2333, 100 - 2334, 100 - 2335, 100 - 2336, 100 - 2337, 100 - 2338, 100 - 2339, 100 - 2340, 100 - 2341, 100 - 2342, 100 - 2343, 100 - 2344, 100 - 2345, 100 - 2346, 100 - 2347, 100 - 2348, 100 - 2349, 100 - 2350, 100 - 2351, 100 - 2352, 100 - 2353, 100 - 2354, 100 - 2355, 100 - 2356, 100 - 2357, 100 - 2358, 100 - 2359, 100 - 2360, 100 - 2361, 100 - 2362, 100 - 2363, 100 - 2364, 100 - 2365, 100 - 2366, 100 - 2367, 100 - 2368, 100 - 2369, 100 - 2370, 100 - 2371, 100 - 2372, 100 - 2373, 100 - 2374, 100 - 2375, 100 - 2376, 100 - 2377, 100 - 2378, 100 - 2379, 100 - 2380, 100 - 2381, 100 - 2382, 100 - 2383, 100 - 2384, 100 - 2385, 100 - 2386, 100 - 2387, 100 - 2388, 100 - 2389, 100 - 2390, 100 - 2391, 100 - 2392, 100 - 2393, 100 - 2394, 100 - 2395, 100 - 2396, 100 - 2397, 100 - 2398, 100 - 2399, 100 - 2400, 100 - 2401, 100 - 2402, 100 - 2403, 100 - 2404, 100 - 2405, 100 - 2406, 100 - 2407, 100 - 2408, 100 - 2409, 100 - 2410, 100 - 2411, 100 - 2412, 100 - 2413, 100 - 2414, 100 - 2415, 100 - 2416, 100 - 2417, 100 - 2418, 100 - 2419, 100 - 2420, 100 - 2421, 100 - 2422, 100 - 2423, 100 - 2424, 100 - 2425, 100 - 2426, 100 - 2427, 100 - 2428, 100 - 2429, 100 - 2430, 100 - 2431, 100 - 2432, 100 - 2433, 100 - 2434, 100 - 2435, 100 - 2436, 100 - 2437, 100 - 2438, 100 - 2439, 100 - 2440, 100 - 2441, 100 - 2442, 100 - 2443, 100 - 2444, 100 - 2445, 100 - 2446, 100 - 2447, 100 - 2448, 100 - 2449, 100 - 2450, 100 - 2451, 100 - 2452, 100 - 2453, 100 - 2454, 100 - 2455, 100 - 2456, 100 - 2457, 100 - 2458, 100 - 2459, 100 - 2460, 100 - 2461, 100 - 2462, 100 - 2463, 100 - 2464, 100 - 2465, 100 - 2466, 100 - 2467, 100 - 2468, 100 - 2469, 100 - 2470, 100 - 2471, 100 - 2472, 100 - 2473, 100 - 2474, 100 - 2475, 100 - 2476, 100 - 2477, 100 - 2478, 100 - 2479, 100 - 2480, 100 - 2481, 100 - 2482, 100 - 2483, 100 - 2484, 100 - 2485, 100 - 2486, 100 - 2487, 100 - 2488, 100 - 2489, 100 - 2490, 100 - 2491, 100 - 2492, 100 - 2493, 100 - 2494, 100 - 2495, 100 - 2496, 100 - 2497, 100 - 2498, 100 - 2499, 100 - 2500, 100 - 2501, 100 - 2502, 100 - 2503, 100 - 2504, 100 - 2505, 100 - 2506, 100 - 2507, 100 - 2508, 100 - 2509, 100 - 2510, 100 - 2511, 100 - 2512, 100 - 2513, 100 - 2514, 100 - 2515, 100 - 2516, 100 - 2517, 100 - 2518, 100 - 2519, 100 - 2520, 100 - 2521, 100 - 2522, 100 - 2523, 100 - 2524, 100 - 2525, 100 - 2526, 100 - 2527, 100 - 2528, 100 - 2529, 100 - 2530, 100 - 2531, 100 - 2532, 100 - 2533, 100 - 2534, 100 - 2535, 100 - 2536, 100 - 2537, 100 - 2538, 100 - 2539, 100 - 2540, 100 - 2541, 100 - 2542, 100 - 2543, 100 - 2544, 100 - 2545, 100 - 2546, 100 - 2547, 100 - 2548, 100 - 2549, 100 - 2550, 100 - 2551, 100 - 2552, 100 - 2553, 100 - 2554, 100 - 2555, 100 - 2556, 100 - 2557, 100 - 2558, 100 - 2559, 100 - 2560, 100 - 2561, 100 - 2562, 100 - 2563, 100 - 2564, 100 - 2565, 100 - 2566, 100 - 2567, 100 - 2568, 100 - 2569, 100 - 2570, 100 - 2571, 100 - 2572, 100 - 2573, 100 - 2574, 100 - 2575, 100 - 2576, 100 - 2577, 100 - 2578, 100 - 2579, 100 - 2580, 100 - 2581, 100 - 2582, 100 - 2583, 100 - 2584, 100 - 2585, 100 - 2586, 100 - 2587, 100 - 2588, 100 - 2589, 100 - 2590, 100 - 2591, 100 - 2592, 100 - 2593, 100 - 2594, 100 - 2595, 100 - 2596, 100 - 2597, 100 - 2598, 100 - 2599, 100 - 2600, 100 - 2601, 100 - 2602, 100 - 2603, 100 - 2604, 100 - 2605, 100 - 2606, 100 - 2607, 100 - 2608, 100 - 2609, 100 - 2610, 100 - 2611, 100 - 2612, 100 - 2613, 100 - 2614, 100 - 2615, 100 - 2616, 100 - 2617, 100 - 2618, 100 - 2619, 100 - 2620, 100 - 2621, 100 - 2622, 100 - 2623, 100 - 2624, 100 - 2625, 100 - 2626, 100 - 2627, 100 - 2628, 100 - 2629, 100 - 2630, 100 - 2631, 100 - 2632, 100 - 2633, 100 - 2634, 100 - 2635, 100 - 2636, 100 - 2637, 100 - 2638, 100 - 2639, 100 - 2640, 100 - 2641, 100 - 2642, 100 - 2643, 100 - 2644, 100 - 2645, 100 - 2646, 100 - 2647, 100 - 2648, 100 - 2649, 100 - 2650, 100 - 2651, 100 - 2652, 100 - 2653, 100 - 2654, 100 - 2655, 100 - 2656, 100 - 2657, 100 - 2658, 100 - 2659, 100 - 2660, 100 - 2661, 100 - 2662, 100 - 2663, 100 - 2664, 100 - 2665, 100 - 2666, 100 - 2667, 100 - 2668, 100 - 2669, 100 - 2670, 100 - 2671, 100 - 2672, 100 - 2673, 100 - 2674, 100 - 2675, 100 - 2676, 100 - 2677, 100 - 2678, 100 - 2679, 100 - 2680, 100 - 2681, 100 - 2682, 100 - 2683, 100 - 2684, 100 - 2685, 100 - 2686, 100 - 2687, 100 - 2688, 100 - 2689, 100 - 2690, 100 - 2691, 100 - 2692, 100 - 2693, 100 - 2694, 100 - 2695, 100 - 2696, 100 - 2697, 100 - 2698, 100 - 2699, 100 - 2700, 100 - 2701, 100 - 2702, 100 - 2703, 100 - 2704, 100 - 2705, 100 - 2706, 100 - 2707, 100 - 2708, 100 - 2709, 100 - 2710, 100 - 2711, 100 - 2712, 100 - 2713, 100 - 2714, 100 - 2715, 100 - 2716, 100 - 2717, 100 - 2718, 100 - 2719, 100 - 2720, 100 - 2721, 100 - 2722, 100 - 2723, 100 - 2724, 100 - 2725, 100 - 2726, 100 - 2727, 100 - 2728, 100 - 2729, 100 - 2730, 100 - 2731, 100 - 2732, 100 - 2733, 100 - 2734, 100 - 2735, 100 - 2736, 100 - 2737, 100 - 2738, 100 - 2739, 100 - 2740, 100 - 2741, 100 - 2742, 100 - 2743, 100 - 2744, 100 - 2745, 100 - 2746, 100 - 2747, 100 - 2748, 100 - 2749, 100 - 2750, 100 - 2751, 100 - 2752, 100 - 2753, 100 - 2754, 100 - 2755, 100 - 2756, 100 - 2757, 100 - 2758, 100 - 2759, 100 - 2760, 100 - 2761, 100 - 2762, 100 - 2763, 100 - 2764, 100 - 2765, 100 - 2766, 100 - 2767, 100 - 2768, 100 - 2769, 100 - 2770, 100 - 2771, 100 - 2772, 100 - 2773, 100 - 2774, 100 - 2775, 100 - 2776, 100 - 2777, 100 - 2778, 100 - 2779, 100 - 2780, 100 - 2781, 100 - 2782, 100 - 2783, 100 - 2784, 100 - 2785, 100 - 2786, 100 - 2787, 100 - 2788, 100 - 2789, 100 - 2790, 100 - 2791, 100 - 2792, 100 - 2793, 100 - 2794, 100 - 2795, 100 - 2796, 100 - 2797, 100 - 2798, 100 - 2799, 100 - 2800, 100 - 2801, 100 - 2802, 100 - 2803, 100 - 2804, 100 - 2805, 100 - 2806, 100 - 2807, 100 - 2808, 100 - 2809, 100 - 2810, 100 - 2811, 100 - 2812, 100 - 2813, 100 - 2814, 100 - 281

CZECH FINANCE, INDUSTRY AND INVESTMENT 2

Growth has provoked a policy debate, says Anthony Robinson

Inflation fight a priority



Until 12 months ago the regime of balanced budgets and tightly controlled money supply operated against a depressed macro-economic backdrop of declining gross domestic product. This statistical decline masked structural changes and rising real incomes as the Czech koruna - nominally fixed to a "basket of currencies" in which the D-mark accounts for two-thirds

of the weighting and the US dollar one third - appreciated in real terms against leading currencies such as Sterling and the Italian Lira. The debate on economic strategy coincides with a sustained rise in global trade and higher export demand from reviving EU markets, in particular Germany, which has fuelled economic growth throughout central Europe.

But thus far Poland, Slovakia and latterly Hungary have benefited more than the Czech Republic - surprising given Czech contiguity with Germany and Austria, and the increasingly close links with its German-speaking neighbours. Last year, for example, more than 48 per cent of foreign direct investment into the Czech Republic came from Germany and a further 9 per cent from Austria.

Domestic factors, not exports, lay behind last year's 2.6 per cent GDP growth after four years of decline. The main stimulus was a 7.8 per cent rise in domestic demand at constant prices, according to the CNB. Furthermore, 54 per cent of the increase in domestic demand was covered by increased imports of goods and services, the bank added.



Jozef Tošovský, governor of the Czech National Bank

The rising tide of economic growth, which accelerated over the second half of 1994 and is conservatively expected to reach between 3.5 and 4 per cent this year, clearly helped to prop up weaker as well as stronger enterprises. State subsidies to industry dropped from 8.4 per cent of total financing needs to 4.1 per cent last year. Companies were also better placed to fund their own investment plans. Overall,

resources, or in Hungary, which has been aided by \$8m of foreign investment over the past five years.

Another negative aspect of the Czech Republic's consumption-and inventory-led recovery is the relatively low level of investment. The growth of investment slipped to 4.4 per cent in 1994 from 7.7 per cent in 1993, despite a substantial improvement in the financial health of the enterprise sector.

Last year the gross profits of Czech enterprises more than doubled from Kc39.1bn to Kc82.3bn. The CNB also noted a sharp fall in inter-enterprise bad debts, whose accumulation was a worrisome feature of the early years of transition, which stemmed from a reluctance to push loss-making state-owned enterprises into bankruptcy and liquidation.

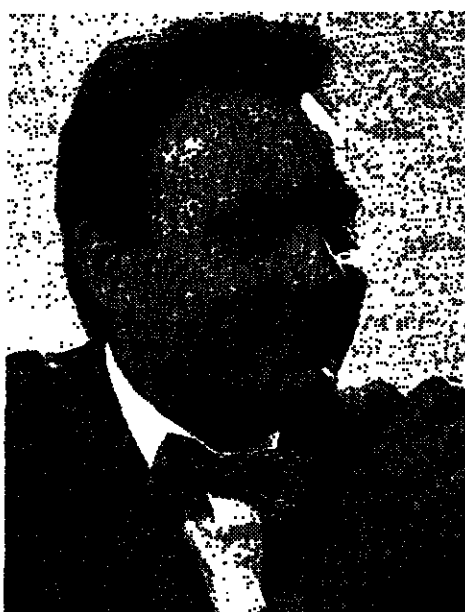
The rising tide of economic growth, which accelerated over the second half of 1994 and is conservatively expected to reach between 3.5 and 4 per cent this year, clearly helped to prop up weaker as well as stronger enterprises. State subsidies to industry dropped from 8.4 per cent of total financing needs to 4.1 per cent last year. Companies were also better placed to fund their own investment plans. Overall,

enterprises financed 53.3 per cent of investment from their own resources, up from 51.8 per cent in 1993.

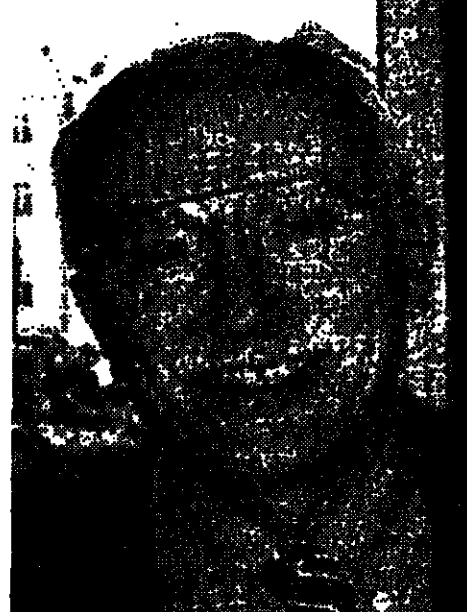
Despite persistent complaints about high bank charges and interest rates, enterprises also raised their borrowing from banks, covering 20.5 per cent of their investment needs from the banks, compared with only 18.6 per cent in 1993, according to the CNB.

Most important of all, the resumption of growth appears to have stimulated higher labour productivity. The CNB estimates that productivity in industry rose 5.2 per cent last year and 6.7 per cent in construction. In January alone an 8.4 per cent jump in industrial output was achieved with a lower labour force than a year ago. Labour productivity jumped 10.4 per cent.

If this trend continues, scepticism about the speed and extent of microeconomic restructuring could prove misplaced. But higher productivity will be difficult to sustain without sharply higher investment and a special effort to remove the infrastructural and other bottlenecks which the central bank believes is essential if non-inflationary growth is to be assured.



Vladimír Dlouhý, minister for trade and industry: 'From now on we should adopt a tougher yardstick'



Karel Dyba, minister of the economy: 'employment in the biggest 20 companies has been cut'

Hillier insisted that Czech industry should make more guns. Stalin ordered it to make the steel and heavy machine tools need to re-equip war torn Russia and industrialise his new central European empire. Between them they managed to pervert the natural course of industrial development in Bohemia and Moravia, among the most highly industrialised "metal-hubbing" regions of Europe for almost half a millennium.

Bohemian industry, centred around Prague and the mining and metallurgy-based towns around Ostrava, and Moravian industry concentrated in the suburbs of Brno, draws on centuries-long experience in fine glass, high quality armour and weapons and precision engineering.

As a result the first Czechoslovak republic became of one of Europe's most advanced economies. In the inter-war years it specialised in high

	Total	Mining Manufacture Electricity Gas, water	Agriculture	Construction	Wholesale Retail Trade Repairs	Financial services	Health Social work
1990	5,351	2,113	829	403	524	28	280
1993	4,853	1,710	331	453	609	65	263
% change	-9.3	-19.1	-47.4	+12.4	+16.2	+132.1	-6.1

Source: Czech Statistical Office

Anthony Robinson on investment and industry

New energy arrives

value products, including luxury glass and consumer goods, motor cars and trucks, special steels, arms - and a wide range of engineering products. It was a high value added product mix suited to a landlocked country with limited

energy and raw materials. But industrial companies were nationalised by the communist regime and forced to develop a heavy industrial bias. They became increasingly dependent on Soviet raw materials and markets and divorced from the rapid technological changes taking place in the west.

The communist era consequently left the Czech Republic, and even more so Slovakia, with a plethora of over-sized, often technologically obsolete plants geared to providing millions of tons of steel and thousands of tons of heavy machine tools as well as heavy duty trucks, nuclear reactor cores, trams and basic consumer goods.

One of the big question marks over the first five years of post-communist rule is whether the government has allowed enough "constructive destruction". While much has been done to downsize and seek new markets, socialist-era monopolists, such as the Tatra truck company, and the CKD tram complex, remain saddled with heavy, accumulating debts and hoping for an upturn in demand from the former Soviet bloc.

Instead of sanctioning the closure of enterprises, often the main source of livelihood for entire towns, the government opted to keep wages low in the still state-owned sector by a punitive tax on wage increases. Low wages reduced the cost of bloated payrolls. They also encouraged younger and more ambitious workers to seek better paying jobs in the fast-expanding service and other sectors.

Millions of workers have voted with their feet. "Employ-

ment in the biggest 20 companies has been cut by between 30 and 40 per cent over the past five years. The Ostrava coal mines have cut back by 50-60 per cent," says Karel Dyba, minister of the economy. At the same time employment in the new financial sector for example has quadrupled and thousands of new tourism-related jobs have emerged.

Vladimír Dlouhý, the minister for trade and industry, is not so sanguine. "Over 3,000 state owned enterprises are waiting for liquidation. In the meantime they are sucking up subsidies and keeping people inefficiently employed," he says. Until now, he adds, "we have been comparing ourselves favourably with the other former communist countries in the region. From now on we should adopt a tougher yardstick and compare our productivity with that of the EU countries we aspire to join".

The signs are that with mass privatisation now formally over, managers of the newly privatised companies will act more determinedly in future to cut costs and raise productivity. They are expected to shed excess labour, invest in new plant and equipment and attract foreign partners.

Last year alone newly privatised companies borrowed \$1.6bn from foreign banks to finance their development plans. Over the past five years foreign direct investment amounts to \$3.47bn. The biggest single investment is by Volkswagen which has attracted a raft of collateral investment in the components sector. Not surprisingly, for-

eign investment in the auto sector as a whole accounted for 22 per cent of total foreign investment, with consumer goods industries and tobacco absorbing a further 20 per cent.

Foreign investment has been encouraged by the republic's low foreign debt, stable currency, cheap skilled wage rates and proximity to Germany and other EU markets. These advantages are also recognised by the principal credit rating agencies which have given the Czech Republic investment grade rating - something unique among former communist states.

"Until now we've had to restructure industry and the economy in the teeth of a recession. Now we are completing the process aided by the fair wind of an economic recovery. That is a big difference," says Mr Dyba, a long-time friend and colleague of Vladimír Klaus, the prime minister.

Mr Dyba is also in charge of the steering committee set up to supervise privatisation of the telecommunications industry, which should shortly see an injection of \$1bn and much new technology. His colleague Mr Dlouhý is in a similar political hot seat as he seeks an industrially sound and politically acceptable deal for modernisation of the petrochemical industry which could involve a \$700m foreign investment in another key sector.

Another big foreign financing in the pipeline is expected to provide \$350m for construction of a high-tech mini steel mill at Nová Buz steel works in Moravia which will cut the Czech Republic's reliance on imports of Slovak flat rolled steel and is part of a wider rationalisation of this bloated sector.

The combination of foreign financing and know-how for the modernisation of specific key sectors and the efforts of thousands of newly privatised Czech-owned companies, should inject new energy into economic restructuring over the rest of this decade.

It is this prospect which leads foreign observers such as Charles Harman, chief executive of MC Securities, the newly formed London-based investment bank which has a 49 per cent stake in Prague's Patria Finance, to conclude the Czech Republic has "the best business environment in the post-communist world".

THE BANK IN THE HEART OF EUROPE

KB is the largest bank in the Czech Republic



A View of Prague in the 16th Century

IN A NEW MARKET YOU ALWAYS NEED A TRUSTWORTHY GUIDE. IN THE CZECH REPUBLIC KOMERČNÍ BANKA IS THAT GUIDE. THANKS TO ITS

NATIONWIDE NETWORK OF OVER THREE HUNDRED BRANCHES KB PROVIDES YOU WITH FIRST CLASS INFORMATION ON LOCAL INDUSTRY.

AS THE LARGEST UNIVERSAL BANK IN THE CZECH REPUBLIC KB OFFERS ITS FOREIGN CORPORATE, INSTITUTIONAL AND PRIVATE

CLIENTS A WIDE RANGE OF BANKING SERVICES. KB WILL HELP YOU TO REACH YOUR SPECIFIC OBJECTIVES THROUGHOUT THE CZECH REPUBLIC.



KOMERČNÍ BANKA



KOMERČNÍ BANKA, a.s. NA PRÁKOVÉ 33, 114 07 PRAHA 1, CZECH REPUBLIC
TEL: +42 (2) 2402 1111 FAX: +42 (2) 2424 3030 +42 (2) 2424 3063 TEL: 121 831 SWIFT: KOMB CZ PP
35 MOORGATE LONDON EC2R 6BT TEL: (071) 5887 125
WESTENDSTRASSE 21, 60325 FRANKFURT AM MAIN TEL: 069 - 74 09 70 FAX: 069 - 74 09 90

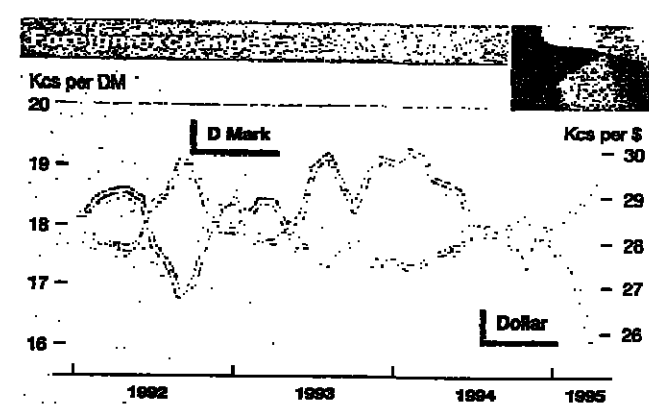
Handwritten signature or stamp.

سكاي نيوز

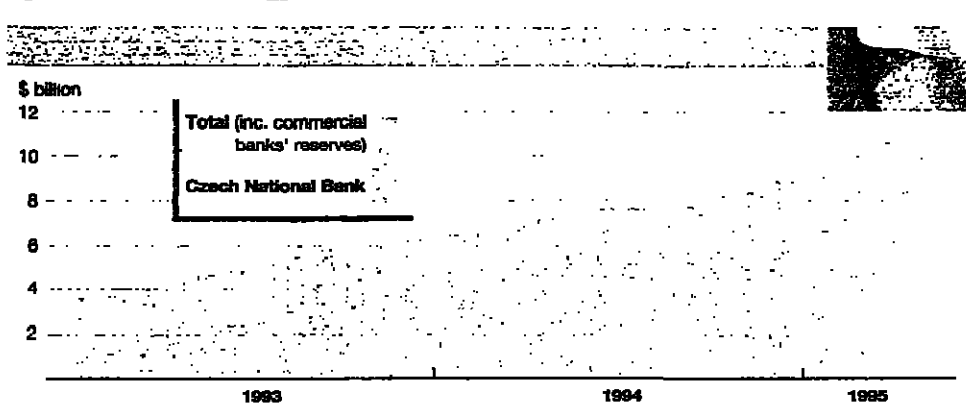
CZECH FINANCE, INDUSTRY AND INVESTMENT 3

Anthony Robinson looks at the republic's financial policy and its makers

Central bank plays a pivotal role



ary 1993, when plans for a customs and currency union between the Czech Republic and Slovakia broke down. Faced with a run on reserves, he moved fast to shore up the Czech Koruna with foreign loans. However, within a year he faced an embarrassment of riches as the new republic's financial stability, and relatively high interest rates, attracted an inflow of foreign currency which pushed the national bank's reserves up from about \$400m in early 1993 to \$8.5bn at the end of April this year, after early repayment last year of more than \$1bn of loans from the International Monetary Fund.



a maximum of 39 per cent. The main issue is how to ensure that inflation remains under control now that economic growth has returned and real incomes are starting to rise sharply. The problem is that the engines of resumed growth are higher domestic spending and higher inventories, which are sucking in imports. At the same time growth in investment and exports is moving slowly. Mr Klaus is inclined to leave things to the market, and specifically to the managers and owners of the newly privatised enterprises. Mr Tošovský, who is backed in this by the trade and industry minister, argues that the government should do more to promote exports, encourage investment and remove bottlenecks to growth. This includes the hoarding of labour and resources by thousands of state-owned enterprises which are being propped up by a variety of government subsidies. Meanwhile, the main concern of those in the financial community outside the charmed circle of the cabinet are to ensure that, with mass privatisation virtually complete and a decade of growth in prospect, the government puts teeth into the regulatory mechanisms. These will be especially needed if the next stage - public utility privatisation - is to proceed smoothly.

Prime Minister Vaclav Klaus never misses an opportunity to tell the world how much better the Czech reformers are than those anywhere else, usually before going on to lecture his audience on the shortcomings of their own domestic arrangements. He is listened to, with varying degrees of respect and belief, because as finance minister and latterly as prime minister, Mr Klaus is considered the main architect of the Czech Republic's reversion to what he likes to call a "normal market economy" with a "standard market economy". Despite the gap between Mr Klaus's free market rhetoric and the reality of considerable government interference in many "non-standard" ways - including tight wage controls enforced by punitive taxes and a marked reluctance to allow loss-making state enterprises to fail - his forceful political leadership, support for mass privatisation and Thatcherite single-mindedness have gained him broad support at home and fame abroad. Less well-known is the contribution made to Czech financial and monetary stability by the Czech National Bank whose highly respected governor, Jozef Tošovský, has a powerful but subtle influence on policy making and execution. Mr Tošovský, is very tall, very soft-spoken and very clever. He is in the tradition of

cultural central European bankers - men such as Karel Engliš, the inter-war Czechoslovak finance minister and central bank governor who helped to ensure that Czechoslovakia remained an island of stability when neighbours such as Germany and Poland were engulfed by the hyper-inflation and political turmoil from which Adolf Hitler derived such fatal advantage. At the time of the "velvet revolution" Mr Tošovský, then just 39 years old, was relieved of his job as deputy director of Zivnostenská bank and appointed president of the

Under the Czech system of government, the governor of the central bank, relatively with the head of the government's statistical service, sit in at cabinet meetings. They have the right to speak, but not to vote. When Mr Tošovský speaks the politicians - who include a fair sprinkling of professional economists such as Karel Dyba, the economics minister and economic literates such as Vladimír Dlouhý - the minister of

trade and industry, listen carefully. The central bank president usually confines himself to monetary and financial issues. But on occasions he has been known to launch into a finely argued political assessment of issues under discussion. Mr Klaus - who is a subtle politician and respected by cabinet as a fair but forceful chairman who accepts with grace being placed in a minority by cabinet decisions - listens hard. In recent months debate has focused on the exchange rate and proposals for currency convertibility. Mr Klaus, aware

of the elections coming up in 1996 and naturally cautious, has argued in favour of maintaining the fixed nominal exchange rate as the main policy anchor and says market forces will ultimately dictate the shape of the economy. "The debate is about whether laissez faire will bring about the little switch towards investment and export-led growth that we need," Mr Tošovský says. Meanwhile, the once heavily under-valued Czech Koruna has steadily appreciated in real terms, given the gap between domestic inflation and infla-

tion in Germany and other EU trading partners. As for convertibility, a new law is currently going through parliament. "By early July, or the autumn resumption of parliament at the latest, the Koruna should be convertible for most current account transactions together with liberalisation of many capital account items," Mr Tošovský says. In effect the debate has moved on. Next year's budget will again show a surplus, although personal and corporate income taxes will be cut back from a maximum of 41 to

Vincent Boland on the sales of SPT Telecom and two oil refineries

Deals on a daunting scale

Two deals, which between them could raise by half the amount of foreign direct investment into the country since 1990, are currently dominating the privatisation agenda. The imminent sale of a 27 per cent stake in SPT Telecom to a foreign strategic partner and a proposed \$700m investment in the country's oil refining industry by a consortium of western oil companies are proving to be something of a mouthful. The SPT sale, likely to fetch \$1bn, necessitates the introduction of a complex tariff and regulatory policy that will govern telephone prices up until the end of the decade and will set the ground rules for the entry of competition in to the industry. The economy ministry has won praise from the five international telecoms groups that are bidding for the stake for the openness of the tender, but bidding company executives privately express concern that the future regulatory environment is still not clear. This makes it difficult for the bidders to assess the nature of the telecommunications market beyond 2000, when SPT will lose its monopoly of telecoms services. Final binding bids for the stake were due to be submitted by May 31. The bidders are: ● TeleDanmark, which has made an opening offer of \$900m for the stake; ● Stet International of Italy, which offered \$950m; and three consortiums: ● Telfar, grouping France Telecom and Bell Atlantic (\$850m); ● CeTel, grouping Deutsche Telekom and Ameritech (\$1.05bn); and ● TelSource, grouping PTT Telecom Netherlands and Swiss Telecom (\$700m). AT&T of the US has an association with the TelSource consortium, while British Telecom is unofficially associated with the TeleDanmark bid.

The size of the final binding bids is expected to change, especially given the gap between the highest and lowest. "One billion dollars looks like being the benchmark," says a banker advising one of the bidders. Once the winner is chosen it is expected to be given wide management control of SPT in order to implement a development plan for modernisation of the country's phone network that sets stringent targets for expansion of lines - currently about 18 per 100 people - and for reduction of waiting lists. Some 600,000 Czechs are currently waiting for hook-ups. One of the aims of the sale of

The company will need to borrow heavily to finance its modernisation. Czech bankers will have a fight on their hands to grab as much of that business as they can. The privatisation of the Chemopetrol and Kaucuk oil refineries has raised different arguments. Again the deal involves the potential sale of a strategic industry to foreign investors. Czech oil interests are substantial, powerful and entrenched, with roots going back to the days of the Communist trading bloc, and have resisted the sale. One of the aims of the sale of

ations is being advised by CS First Boston, the investment bank, and White & Case, the US law firm. Chemapol, the importer of Russian oil, has opposed the sale to the IOC and made its own offer last year to the government on the refineries' future. Uncertainty over Chemapol's financing arrangements, however, eventually led the government to reject the proposal. Supporters of the Chemapol offer touted it as the "Czech way", which sparked a debate over the respective merits of domestic and foreign capital. Chemapol promised to keep the refining and petrochemical interests of both Chemopetrol and Kaucuk together, whereas the IOC offer calls for them to be split, with the consortium buying only the refining divisions. If the talks are successful, the entire refining and petrochemical industry will be transformed. Unipetrol will assume control not only of the refineries but also of the petrochemical divisions of Chemopetrol and Kaucuk as well as Benzina, the country's petrol retailing chain. It will be the task of Unipetrol management, which has not yet been appointed, to oversee the restructuring of both the petrochemical industry and, in association with the IOC, the refineries. That task is enormous. The industry is estimated to need at least \$1bn for modernisation. Negotiations have continued for almost a year and deadlines have been postponed several times so far. The gap between the two sides has narrowed but differences still remain over environmental liabilities, the value of the assets under negotiation, and transfer pricing. Failure has been predicted several times. Finding a solution that is "advantageous for both sides" is not easy, says a non-committal Dusan Nepejchal, general director of Chemopetrol.

The government announced its long-awaited plan for the future of the Czech telecommunications industry only last September

which can take two years to be installed. The SPT sale is proceeding remarkably quickly given its size and complexity. The government announced its long-awaited plan for the future of the Czech telecommunications industry only last September. The sale has not been free of controversy, however. Telis, a small Czech telecoms group, tried to have the tender stopped because it claimed it had been unfairly excluded from bidding. Moreover, Karel Dyba, the economy minister, has been forced many times to defend the decision to introduce a foreign partner against assertions that the country has both the resources and management skills to modernise SPT without outside help. "I think the government seriously underestimated the extent of local feeling on this issue," says a Czech banker. It remains to be seen what involvement, if any, Czech banks will have in the future of SPT.



End of a monopoly: the winning bid is expected to be given wide control of SPT in order to modernise the country's phone network

ŽIVNOSTENSKÁ BANKA
Established 1868

The leading Czech merchant bank.

Where vision and tradition meet.

Corporate Finance	Trade Finance
Capital Markets	Project Finance
Securities Sales, Trading	Foreign Exchange
and Custody	Correspondent Banking
Trust Banking	Private Banking
Commercial Banking	
Foreign and Domestic Payments	

HEAD OFFICE:
Na Pí kop. 20, 113 80 Praha 1, Czech Republic, Tel: 60422/2412 1111, Fax: 60422/2412 5555
LONDON BRANCH:

© MPA design

SIS invites institutional investors to consider The Czech Investment Fund

The key to a successful strategy in any emerging market is timing and the investment quality of the underlying securities. The largest participant in the Czech coupon privatisation process was Ceska sportelna - the country's biggest bank. Upon securing the voucher points of more than one million Czech citizens, Ceska sportelna created SIS - a wholly owned subsidiary of the bank incorporated in 1991 - to manage the bank's investment trusts and privatisation funds.

SIS, now managers of the country's largest privatisation fund, won the approval at the annual shareholders meeting in April 1995, under a comprehensive restructuring plan, to divide the fund's portfolio of over 500 companies into three funds of varying characteristics and investment policies. The first of these funds, The Czech Investment Fund (dubbed the "blue chip fund") will be comprised initially of approximately 50 blue chip shares that are relatively liquid and represent strong, large, well managed, profitable companies that are the core of the Czech economy.

The Czech Investment Fund offers diversified exposure to the emerging Czech equity market with prospects for strong growth. This Czech blue chip equity fund is likely to provide high real yield as well as long-term capital appreciation. It is expected that for the three newly created funds, The Czech Investment Fund will be listed on the Prague Stock Exchange in lieu of the present one which was the one of the most liquid and actively traded issues on the Exchange in 1994. Following the widely expected convertibility of the Czech crown, the eligibility potential for partial foreign distribution will be greatly enhanced. For more information, please contact:

Mr. P. Schut (SIS) tel: (422) 2315606, fax: (422) 2317789
Mr. Z.S. Blaha (SIS) tel: (422) 822086, fax: (422) 822074 or
Mr. P. Hlavacek (Ceska sportelna) tel: (422) 24220616

SIS, a.s. Rasnovka 12, 110 15 Praha 1, Czech Republic, Fax: (422) 2317816

Warning: Advertisement appears for information only and does not constitute an offer to sell securities.

CZECH FINANCE, INDUSTRY AND INVESTMENT 4

In spite of reforms, the banking sector is still dominated by the 'Big Four', says Vincent Boland

Still no room for the smaller operator

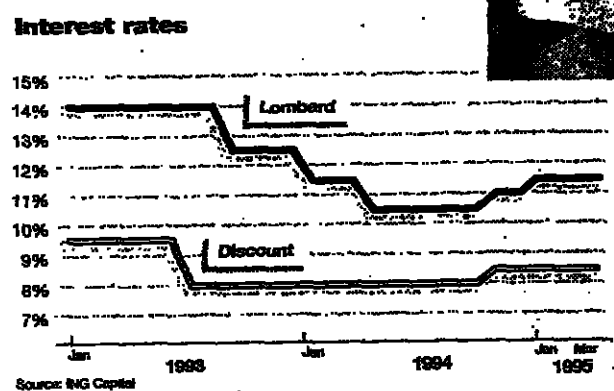
The Czech banking sector was the first key industry to be partially privatised and restructured when economic reforms began. The old Czechoslovak State Bank was relieved of its commercial and foreign exchange and trade arms to become a central bank proper (its descendant in the Czech Republic is now the Czech National Bank).

The slimming-down created three big commercial banks - Komerční Banka and Investiční Banka, now the main bankers to industry, and Československá Obchodní Banka (CSOB), the Czech and Slovak trade bank. A special state-owned institution called the Consolidation Bank took over much of the bad debt these new banks inherited, enabling them to recapitalise and begin the task of becoming standard universal banks.

At the same time new banks were encouraged by a liberal licensing policy from the CNB so that today just under 60 banks operate in the Czech Republic in a fiercely competitive environment.

Yet, despite wide financial sector reform since the early days, the country has what one Prague banker calls "a deeply dysfunctional banking system".

There are several reasons for this. First, Komerční, Investiční and CSOB, along with Česka Spořitelna, the savings bank, retained a virtual monopoly of their respective markets, leading to accusa-



Source: ING Capital

tions of running a cartel. Second, the market lacks a mid-sized banking tier. Few mid-sized institutions lie between the Big Four and the numerous small banks set up to compete with them.

Third, Komerční, Investiční and Česka Spořitelna have large investment fund management arms through which they control big stakes in the country's leading companies. This, rivals claim, allows them to force lending decisions on company executives, who are thus prevented from seeking more competitively priced resources

elsewhere. Finally, the rapid expansion of the sector has led to heavy investment in new technology, branch networks and personnel, but not necessarily to an improvement in service. The country is overbanked and, arguably, underserved.

Jiri Kunert, president and chief executive of Zivnostenska Banka, a niche operator and the first Czech bank to be privatised, says the Big Four "are running the country and it is still hard [for others] to break in to the market". Zivnostenska, one of the few mid-sized

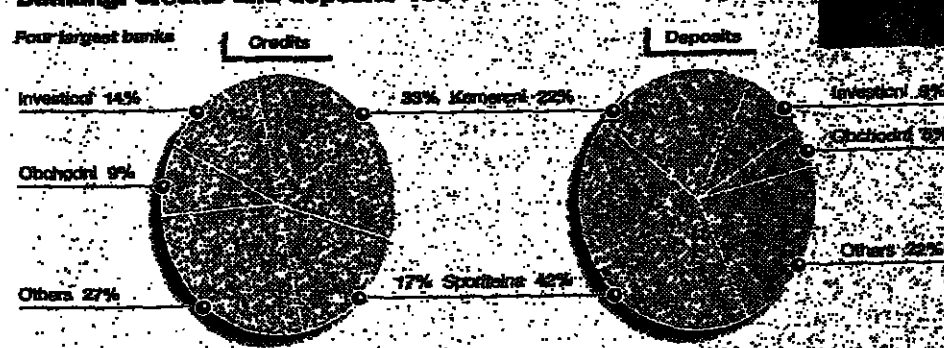
banks, is luckier than most. It is 40 per cent owned by BfW Bank of Germany and is active in joint venture financing as well as having a sizeable fund management and investment banking arm.

Executives of the main banks reject the claim that they have a monopoly of business. "I want to energetically deny that there is a cartel," says Richard Salzmann, chairman of Komerční Banka. "All the banks compete." As an example, he says that his bank is gaining market share in foreign trade while CSOB is winning more and more corporate lending business.

They point out that in many countries the banking market is dominated by two, three or four big institutions with smaller banks becoming niche operators in those markets. This is a fact of life that small banks will have to get used to and exploit, they say.

Attempts by smaller banks to establish a firm foothold in the market have been faltering. Sometimes the only lending opportunities are those rejected by the Big Four or the foreign banks that have set up in Prague. Taking on these

Banking: credits and deposits 1994



Source: Golden Sachs

risks can prove disastrous.

In 1994 two small banks - AB Banka and Kreditní a Průmyslová Banka - collapsed because of securities trading losses and poor lending decisions.

A third, Banka Bohemia, at the time a substantial mid-sized institution, issued \$1bn in fake securities abroad. The CNB, embarrassingly, was alerted to that crisis by the US Securities & Exchange Commission. Criminal charges are pending against former Banka Bohemia executives.

Banking supervision was beefed up after these crises,

and the central bank stopped issuing new licenses. The CNB has since moved swiftly to stem other impending disasters.

The most dangerous of these was at Agrobanka, a mid-sized private bank that flirted with disaster last year. It is still under CNB supervision, along with about six other banks, including the three that failed in 1994.

Ota Kafan, head of supervision, believes the operations of Czech banks has improved markedly in the past two years, with managers and owners

more cautious and less interested in quick returns on their investments.

The main Czech banks have raised their capital adequacy ratios to Bank of International Settlements levels quickly over the past four years. And, piggybacking on the country's coveted investment grade rating, Komerční, Investiční and CSOB all raised syndicated loans at competitive rates in the past year.

Pavel Kavanek, chairman of CSOB, believes the danger for the Czech banking system is over. "Banks should be big

gainers early in the cycle from the upturn in the economy," he says.

CNB policy now is to encourage mergers among the small banks with the intention of building up the mid-sized sector. It also encourages foreign banks seeking to enter the market to look at acquiring existing banks.

An example of this policy is the recent acquisition of a 5 per cent stake in Banka Hana by a Moravian bank, by Kredietbank of Belgium.

Most foreign banks in the country have followed existing clients in to the market to finance joint ventures but some, such as Bayerische Vereinsbank and Bank Austria, are expanding by establishing modest retail branch networks. Foreign banks are also buying much of the best business away from Czech corporate customers by offering products, such as derivatives and hedging, that many Czech banks are still inexperienced at providing. This might cost Czech banks customers but it has its positive aspects, western bankers say.

Nicholas Teller, director of the Prague office of Citicorp bank, believes the influx of foreign banks has given a substantial transfer of know-how and skills to the Czech banking sector. "We are talking to Czech banks today about products they wouldn't be talking to each other about if we were not here," he says.

Profile: Obchodni Banka

A foot in both camps

Throughout the former communist world, the most "westernised" bank staff and the most sophisticated understanding of modern banking tend to be found at the former monopoly foreign trade banks, such as Poland's Bank Handlowy or Hungary's Magyar Kereskedelmi Bank.

The trade banks were the only banks permitted to operate abroad with carefully chosen staff who were judged smart enough to absorb the techniques of western banking, but politically reliable enough to keep their experience to themselves.

The Czech Republic is no exception and the former monopoly foreign trade bank Československá Obchodní Banka (CSOB), although the smallest of the big four banks, is rapidly gaining a reputation as the best run and the most profitable among them.

This will be an important consideration within the next few months when the institution is slated for partial privatisation.

"Banking is all about risk assessment," says Pavel Kavanek, the bank's partially US-educated chairman. "We were around at the time of the Herstatt bank collapse in 1974 and other spectacular failures. We

learned the hard way about exposure to risk," Mr Kavanek says.

CSOB specialises in trade finance and its core business is concentrated on the top 100 Czech companies. Its emphasis is on increasingly sophisticated services, such as structured finance and investment advice, treasury, custody and corporate banking to the top end of

The bank has a unique dual status as a Czech and Slovak institution

the market.

"We are net borrowers of funds from the inter-bank market and will probably remain more narrowly focused than other banks which have set out on the universal bank trail," Mr Kavanek says.

The bank's now unique dual status as a Czech and Slovak institution puts it in a strong position to take advantage of the expected end of the Ecu-dominated clearing account trade system which has regulated Czech-Slovak bilateral trade since early 1993.

The system prevented the feared collapse in bilateral trade in the early days of the divorce when both countries

were short of hard currency reserves. But it is cumbersome and needs replacing with normal trade and trade financing.

"With our experience and strong presence in both countries we will be able to offer the lowest transaction costs and gain the highest volume," Mr Kavanek says.

"The resumption of normal trading means we can be flexible and offer longer-term credits and better terms," he adds.

Slovakia - with competition from foreign banks less intense than in the Czech Republic - already generates more than a third of revenues. "Slovakia's strong export-led growth vindicates the decision of both governments to keep the banking link through Obchodni," Mr Kavanek says.

CSOB strengthened its international and domestic position last December through a merchant banking joint venture with NM Rothschild, the London investment bank.

For CSOB, the link establishes it in areas such as privatisation, mergers and acquisitions and corporate advisory services, where it had no previous experience. "It was a good step and is working well," Mr Kavanek says.

Anthony Robinson

Profile: Pavel Kavanek, chairman of CSOB

Economists emerge from obscurity

The brutal suppression of the Prague spring by Soviet tanks in 1968 was followed by the triumph of mediocrity as many of the most talented Czechs and Slovaks either emigrated, were jailed or resigned themselves to cultivating their private or professional interests. Top jobs in all professions were allocated on the basis of political loyalty or quiescence. Competence was only a marginal requisite of office.

The events of November 1989 cleared away this accumulated human deadwood and opened the way for the rapid promotion of energetic and ambitious people capable of guiding the transition to a market economy.

Obscure economists such as Vaclav Klaus and Karel Dyba emerged from back room research departments to become politicians, ministers and economic reformers. Men such as the National Bank's Jozef Tošovský, Komerční Banka's Richard Salzmann and CSOB's Pavel Kavanek - who had been beavering away in important but essentially technical jobs in the banking system - emerged to take over full responsibility for restructuring the banks and the entire financial system.

Mr Kavanek, a lean, intense man with a passionate interest in the theory as well as the practice of banking, spent a year as a senior foreign exchange dealer at Zivnostenska Banka in London in 1976 before returning to Prague to spend 13 years as the chief dealer in CSOB's foreign exchange department.

In 1990 he was appointed main board director responsible for the bank's capital and money market operations when the collapse of the communist regime opened the way for talented people to take their place at the top. In 1993 he was appointed chairman and chief executive.

His brief exposure to the Anglo-Saxon financial world in the 1970s, and his years as chief foreign exchange dealer in constant touch with the global forex market, have given him a keen awareness of the cultural factors which are pushing the Czech financial system "in the direction of a German-style bank-based rather than UK-style market-based system".

After centuries of Austrian dominance under the Haps-



Pavel Kavanek: "The dangerous period for Czech banking is over"

burg monarchy the 40 years of communist rule "were just another crown around the head of the emperor," he says.

Their history and temperament has made the Czechs cautious and left them with a strong desire to control any risks, he says. "In the banking world this means constantly checking the checks and balances in place and moving forward in a stable, cautious way."

The really dangerous period for the Czech banking system

is now over, he believes. "The situation was dangerous during the economic downturn when we had to make provisions for bad debts. But banks should be big gainers early in the cycle from the upturn in the economy."

Another positive feature, he adds, "is the great improvement in central bank supervision of the banking system".

The Czech National Bank has moved fast to tighten supervision both externally and within the commercial banks themselves since fraud

was revealed by the US regulatory authorities at the Bank of Bohemia last year.

"Our proudest achievement is the development of our product range, especially in the safe custodian area both here and in Slovakia," he says.

"This provides an important service to the capital market as a whole and requires a standard of service equal to that available from western banks. We have proved ourselves with clients such as JP Morgan and are bigger custodians than ING bank."

He says that the shortage of skills remains the biggest problem for the bank. "Our people have grown much more confident but I would love to have a queue of good bankers to choose from."

"Instead we spend a lot of money on training people, and aggressive rivals such as ING bank snap them up," he says, ruefully, giving another clear hint that, in the Czech market, it is the hungry foreign banks, rather than local institutions, that provide the strongest competition.

Anthony Robinson

YOUR PLACE AT THE TOP



WITH CZECH AIRLINES YOU HAVE MORE TIME TO SETTLE YOUR BUSINESS IN PRAGUE.

Early morning arrivals: first in Prague. Late evening departures: more time to enjoy the fabulous charm of the city.

Special business fares from 7 UK points.

The only direct flight from Manchester to Prague. Modern fleet and top quality staff at your service. A bridge between you and your destinations in Eastern Europe.

For more information, contact your local travel agent or our CSA offices in London:
tel.: 0171/255 1898, fax: 0171/323 1633,
in Manchester: 0161/498 8840-2, fax: 0161/436 4219.



KOVOSVIT, joint-stock company

55 Years of Tradition in Producing and Selling Machine-Tools

Manufacturing Programme:

- CNC Lathes
- Vertical Machining Centres
- Radial Drilling Machines
- Curve Automatic Machines
- CNC Single-Spindle Automates
- Universal Centre Lathes
- Co-ordinate Boring Machines
- Assembling Drilling Machines
- Surface Grinding Machines

KOVOSVIT a.s.
Nám. T. Bati 419
391 02 Sedlměřice Ústí
Czech Republic
Tel: +42 / 361 / 741111
Fax: +42 / 361 / 275372



THE TRADE MARKS OF GENUINE

BOHEMIA CRYSTAL

and

BOHEMIA GLASS

Worldwide distribution by:
GLASSEXPORT CO. LTD.
1. máje 52
461 74 Liberec, Czech Republic
Phone: 0042 48 5235111 (315111)
Fax: 0042 48 5100214, 5100162

Wouldn't you be surprised to learn that the biggest equities dealer on the Prague Stock Exchange isn't even in Prague?

Surprise

Atlantik Financial with a 15% share of all equity trading on the Prague exchange has quickly grown into the top brokers in the Czech Republic. We have managed it by combining an uncompromising commitment to global professional standards with the local's understanding of home ground.

Our position as a key player in the Czech market gives us an ear to the market no other broker can match, and we have institutional investors all over the country provide unexpected depth to the Prague market. Atlantik has successfully managed significant acquisitions of Czech companies by both domestic and international corporations.

We have the largest research team of a broker in the Czech Republic, and a growing list of blue-chip clients in international financial centers. The only thing we don't have, though, is an office in Prague.

Local savvy, global standards.



(42) (5) 42 21 75 40, Fax (42) (5) 42 21 75 52
Divadelní 4, 602 00 Brno, Czech Republic

Member, Prague Stock Exchange

Job Cre® **Gregor Corporation, Ltd.**
P.O. Box 11
118 01 Prague 1

CZECH FINANCE, INDUSTRY AND INVESTMENT 7

Profile: Skoda Pizeň

Ambitious plans about to be put on trial

One of the biggest tests of whether a sprawling communist-era engineering conglomerate can become a focused multinational is under way in the west Bohemian town of Píseň, more famous for its beer than its high quality engineering.

Skoda Píseň was founded in 1859 when Emil Skoda bought a small engineering company and turned it into one of the Habsburg Empire's biggest producers of arms, steel forgings, and a vast range of heavy engineering products. After supplying the Nazi armies during the second world war, the sprawling factory complex was 70 per cent destroyed by allied bombing.

It was rebuilt after the communist takeover of 1945 into a Soviet-style state enterprise which dominated the town and provided direct employment to nearly 40,000 workers. Its product range continued to span the spectrum of heavy engineering, from locomotives to turbines, machine tools to metallurgy.

But Skoda's vast market throughout the former Soviet world collapsed virtually overnight in 1990 and foreign engineering companies started sniffing around the plant to see what could be salvaged, and in many cases what could be closed down.

Siemens of Germany, with its own extensive nuclear engineering and electrical engineering interests, was a particularly assiduous wooer. But the Czech government, fearing that a foreign buyer would merely poach talent and ideas and then close down most of Skoda's product lines and disperse its skills, rejected foreign bids and opted for a non-conventional Czech solution. The solution was to put the company's future into the hands of Lahomir Soudek, a self-confident former managing director of the Eliter textile machinery company and the ZBS engineering company in Brno, which employed

45,000 people and made 40 per cent of its turnover from military production.

Intense, mercurial and sure of himself Mr Soudek, a former "rank and file communist", emerged from the wreckage of the old system with an intimate knowledge of the industry, a full contacts book and a burning desire to run his own show.

Mr Soudek's big break came in 1992 when Karel Dyba, the economy minister, sought an entrepreneurial manager to ensure the survival of one of the country's biggest engineering companies. Mr Soudek

So far Mr Soudek's strategy appears to be working. Sales have doubled since 1990 and profits are rising again after a slump

came up with his own business plan and persuaded both Mr Dyba and prime minister Václav Klaus that he had the drive and managerial skills needed to lift this national asset from its knees.

In return Mr Soudek demanded a controlling stake in the company. He eventually agreed to a more modest 20 per cent stake, which he financed by raising a Kč350m bank loan. The deal, he says, was personally approved by the prime minister.

Mr Soudek's investment has been a good one. Market value of the privatised company on May 9 was about \$185m. Two other key shareholders, Komerční Banka and Investiční a Poštovní Banka, have also seen the value of their own 10 per cent and 9 per cent shareholdings rise in value.

Both banks are also big lenders to the company. The state retains 16 per cent through the National Property Fund while two Slovak investment privatisation funds have 9.4 per cent between them. A further 32.6 per cent of the

company's share capital is widely spread among thousands of small shareholders.

Mr Soudek is content to have the backing of big banks and a mass of powerless small shareholders. He is particularly pleased "that we do not have lots of funds on our board," he says. Investment funds are becoming increasingly influential shareholders in Czech industry, often restructuring and bringing in new management talent where they have the resources to do so. But not at Skoda. With the present share ownership structure Mr Soudek runs the company his way. "I must be able to get my decisions through. Otherwise there is no point in being chief executive officer," he says bluntly.

Exports are a crucial element in Skoda Píseň's survival plan. Last year export sales more than doubled to Kč5.9bn and further export-led growth is essential if the company is to enter the big league of global engineering groups. In a presentation to banks on April 5, the company forecast that by 1998 group turnover will have tripled to Kč18bn, exports will have risen fivefold to Kč30bn, and pre-tax profits will have risen to Kč2.1bn.

Sales have doubled since 1990, productivity has quadrupled and profits are rising again. After a fall in pre-tax profits from Kč507.5m to Kč315m in 1993, earnings recovered last year to Kč525m on sales of Kč16.5bn.

Despite last year's 58 per cent jump in profits this still represents only a 3.18 per cent return on sales, well below the 1990 pre-tax level of Kč706.2m on sales of 9.5bn.

But bank debt has been more than halved to Kč1.1bn since 1992 and productivity has risen sharply. Employment has fallen from just over 25,000 in 1992 when Mr Soudek took over, to 19,107 last year.

Mr Soudek's latest move is back into south-east Asia and China, where Skoda remains a familiar name. He recently set up a joint venture in China to make turbines for smaller power plants, reached agreement on a machine tools joint venture and signed a contract for an automotive deal. "Our deals are in the tens of millions of dollars range so far but our goal is to pull off deals in the \$100m range," he says.

He is also taking Skoda back into other traditional markets. Skoda's latest contract, signed at the end of April, is with VMZ, a Russian engineering group, to make trolley buses for the Russian market.

So far Mr Soudek's strategy appears to be working. Yet Skoda's real test is still to come. As Skoda Píseň pushes further into export markets it will find itself up against powerful multinationals such as Siemens, Westinghouse and Asea Brown Boveri. Further cost-cutting and streamlining of what is still an unwieldy group will be needed. To keep pace "the restructuring of Skoda will continue," Mr Soudek says. "There will be more change in the search for greater productivity."

Vincent Boland and Anthony Robinson



Chances are it's not Czech: although on Germany's doorstep, producers lack marketing resources Tony Andrews

The beer industry has yet to realise its potential

Global profile eludes the brewers

At first glance, the Czech beer industry has everything going for it. It has a long and illustrious history stretching back nearly 1,000 years, and two of the world's best-known beers, Budweiser and Pilsner, are named after its pretty Bohemian towns.

Its products have a premium image and command premium prices wherever they are sold abroad, and in any league table of the world's beer drinkers the Czechs usually come out on top.

Yet in 1994 this quintessentially Czech industry barely broke even. Many of the country's 71 breweries are cash-starved and fighting to maintain their positions in a fickle domestic market. A half-litre of beer in the Czech Republic often costs less than a bottle of water or Coca-Cola or a cup of coffee.

Production fell by nearly 10 per cent in 1993, to 17.8m hectolitres, and barely recovered last year, according to the Czech Brewers and Maltsters Association. "Image is one thing, reality is another," says Václav Vitovec, director of strategic development at Píseňsky Prazdroj, one of the country's big four breweries.

There are two reasons why Czech brewers, including the big ones, are not making money. The first is price: domestic consumers resist increases and change brand loyalty easily. Second is the cost of new production systems: state-of-the-art brewing technology is designed in the west and sells for western prices that Czech brewers can ill afford.

The fact that few inroads have been made into the potentially lucrative export market is not helping. "Breweries expanded capacity without

finding new markets," says Vladimír Měhlík, managing director of EPIC, the investment bank that has helped introduce foreign investment to the industry.

The fall in output in 1993, caused mainly by the introduction of value added tax and by the split with Slovakia, came about in spite of this expansion of capacity.

The domestic market is characterised by fierce competition, with small breweries undercutting the bigger companies on price. It is also divided along regional lines: only the two biggest breweries, Prazdroj and Radegast, can claim to have national distribution.

The crowded home market has heightened the importance of exports, yet even the big Czech brewers have a low profile internationally. This means marketing and distribution deals are expensive. Even though they are on the doorstep of Europe's main beer market in Germany and northern Europe, the Czech companies lack the financial resources to market their products themselves. Instead, distribution deals are signed with foreign companies that may often under-resource marketing efforts and take a slice of the profit.

The difficulties Czech brewers face in exporting is highlighted by the case of Slovakia, which until 1993 was a "home" market. Last year, according to figures from the Czech Brewers and Maltsters Association, Czech exports to its former sister republic fell by just over half, to 441,256 hectolitres. The devaluation of the Slovak koruna and a 10 per cent surcharge on imports pushed up the price of Czech beer.

Although exports to Ger-

many, the second biggest export market, were broadly unchanged and those to Russia and Britain - third and fourth respectively - rose sharply, foreign sales overall were just under 80 per cent of their 1993 levels - despite a slight rise in total production to 18m hectolitres.

Mervyn Childs, a director of Pražské Pivovary (Prague Breweries), in which Bass of

Marketing experiment

Whether Czech beer can capitalise on its many advantages will be seen in the progress of a marketing drive currently under way in Britain for Staropramen. Prague Breweries' main brand, Staropramen has just been introduced into 5,500 off-licences and 1,500 pubs in the UK by Bass, backed by a £3.5m marketing budget.

With new, attractive labelling emphasising the beer's connections with the Golden City, Mr Childs is confident it will wow discerning beer drinkers in metropolitan Britain, though these are early days as yet. Italy is also a main target of the brand.

Other Czech breweries are watching the campaign with interest, and even domestic consumers will notice a difference - labelling on bottled Staropramen in the Czech

Republic is also being given a facelift though the taste, of course, remains the same. Therein, perhaps, lies one secret of the industry's future success: don't change the product, change the packaging.

Another factor may lie in the Czech Republic's growing wealth. As wages rise - and the cost of public transport, utilities and food rises in tandem - higher beer prices may also become accepted.

After all, the country's pole position in the beer-drinking stakes is slightly misleading. The figure for litres of beer consumed per head does not make allowances for the millions of tourists for whom a visit to a Prague pilsner, or local pub, for a few cheap beers is as much a part of their holiday as a walk across the city's Charles Bridge.

The UK has a 34 per cent stake, believes prices rose last year by an average of 5 per cent, but inflation was 10 per cent. Like many of the Czechs who work in the sector, he says he rates Czech beer "ahead of all others, but it has got to start getting a sensible return on its investment".

Forcing prices up and keeping them that way is the biggest challenge the industry faces. In 1994 Prazdroj raised the prices of two of its three leading brands, Gambrinus and Primus, by a total of about 5 per cent, Mr Vitovec says. (The company's premium lager, Pilsener Urquell, one of the two most famous Czech beers along with Budvar, was not affected.)

The increases were staggered, with the final jump last December. Yet other companies did not follow suit and in April this year after a fall in sales - especially for Primus, a mass-market beer - Prazdroj reversed its December increase. Given these kinds of commercial pressures, it is hardly surprising that Prazdroj made profits of just Kč6m last year on turnover of about Kč4bn.

The entry of Bass into Prague Breweries, one of the big four breweries along with Prazdroj, Budějovický Budvar

and Radegast, may help to change attitudes within the Czech brewing industry. Bass plans to invest up to £50m in its acquisition over five years, and, along with Austria's Brau-Union, which is acquiring Starobno in Moravia, it remains one of the few foreign investors in the industry.

Most Czechs view their brewing industry as a national treasure, and, given its history and quality, it is hard to argue with them. Hence the resistance to foreign domination in gen-

Last year's foreign sales overall were just under 80 per cent of their 1993 levels despite a slight rise in total production to 18m hectolitres

eral and the protracted national debate over the future of Budvar, where a trademark dispute with the US brewer, Anheuser Busch, has delayed privatisation and left a question mark over its future. Yet, as Mr Vitovec acknowledges, brewing is now a global consumer industry in which trends are being set elsewhere.

Vincent Boland

FT SURVEYS INFORMATION

FORTHCOMING SURVEYS LIST Tel 0171 873-3763 Fax 0171 873 3062

- Macedonia: July 7
- Albania: July 17
- Polish trade and finance: September 11
- Slovakia: October 18
- Hungary: November 3
- Czech Republic: November 28

SURVEY SYNOPSIS Tel 0171 873-3763 Fax 0171 873 3062

BACK NUMBERS
£1.20 up to one month previous. Personal callers £1
£1.60 one month to one year previous
Tel 0171 873-3324

SURVEYS INDEX (2 years) £3 Tel 0171 873-3213

REPRINTS Quotes available for minimum 100 order
Tel 0171 873-3213

ADVERTISING Tel 0171 873-3763

EDITORIAL Information should be sent in writing to the Commissioning Editor, for the survey concerned, Number One Southwark Bridge, London SE1 9HL, or fax 0171 873-3076 or 0171 407-5700

Cheques and postal orders for the FT Surveys Index and Back Numbers should be made payable to Financial Times Ltd.

The Time of Winged Arrow

We manufacture and deliver products under traditional trademark of Winged Arrow that has made the company famous all over the world

METALLURGY
TRANSPORT SYSTEMS
HEAVY CURRENT ELECTRICAL ENGINEERING
POWER SYSTEMS
HEAVY ENGINEERING
AUTOMATION

forgings and crankshafts, machine tools, tools, rolling mill equipment, foundry equipment, hydraulic presses, industrial fuel furnaces, gearboxes, tobacco machinery, steam turbines up to 1000 MW, nuclear reactors, turboalternators, hydroelectric alternators, transformers, electric apparatus, electric motors, electronic equipment for industrial automation, electric locomotives, trolleybuses, electromotors, fibreglass vessels, engineering, project management, commissioning and support services



SKODA a.s., Třtvoř 57, 315 00 Píseň, Czech Republic
Tel: +42 19 / 77 11111, Fax: +42 19 / 722 19 85, Telex 154221 - 2

ŠKODA

WOOD COMPANY SECURITIES

Our April 25-28 conference in Prague and Warsaw was attended by 60 investors. Please mark your diaries for our next conference on September 18-22.

ENM

NATIONAL PROPERTY FUND OF THE CZECH REPUBLIC

is offering investors worldwide

a chance to participate in the most successful privatization process in Central and Eastern Europe.

We are offering a number of important state-owned enterprises and properties to be sold through

- auctions
- public tenders
- stock markets

These are some examples of the enterprises and companies that will be privatised in 1995 through the above-stated methods (in parentheses: approximate price):

- TOS Hostivař, machinery development and production (396 million CZK).
- Strojírny Kolín, machinery production (320 million CZK).
- Litoměřské strojírenství, frozen food production (299 million CZK).
- Kabelové měřičství, power cable production (750 million CZK).
- Testa Holešovice, development and production of electric light sources, vacuum technology, technical gases (656 million CZK).
- JAWA Týnec nad Sázavou, motorcycle development and production (255 million CZK).
- Hotel Panorama Prague, tourism (171 million CZK).
- LIAZ Jablonec, truck development, production, service, maintenance (1 004 million CZK).
- Lovochemie Lovosice, chemical production (500 million CZK).
- CRYSTALEX Nový Bor, glass production (390 million CZK).
- Oleňské papírny Olšany, paper mill (668 million CZK).

The total number of companies privatised in 1995 will be approximately 400.

If you are interested in being regularly informed about news about the offerings of the National Property Fund of the Czech Republic, just subscribe to our bi-monthly Privatization Newsletter, which are also published in English. Please send your orders to Press Department, National Property Fund (ENM), Rašínovo nábřeží 42, 128 00 Prague 2, Czech Republic.

Personal inquiries about offered properties will be answered by the newly established Information Center, located at the same address, telephone: 0042-2-249 91 364.

National Property Fund of the Czech Republic
Rašínovo nábřeží 42
128 00 Prague 2
tel.: 0042-2-249 91 285, fax: 0042-2-249 91 379

ADVERTISEMENT

TRADE NAME DEVELOPMENT

Company ICEBERG was founded in 1991. During a four year development, when it became a founder and an important element of the Czech economy - capital market, the company became well known in the financial society under the name Dominick and Dominick Praha a.s. Increasing capital power and importance of our company on a domestic capital market, the expected full convertibility of Czech currency in this year, the entry of foreign companies among shareholders, and our long term strategic goals resulted in a decision to enter and operate on the international capital markets under the name ICEBERG a.s.

Company ICEBERG a.s. is currently the most capitalized non-bank brokerage company in the Czech Republic. It is intending to increase its equity of CZK 110.5 million (USD 4.4 million) to CZK 500 million (USD 20.0 million) by the end of 1996. Reaching this limit, together with other parameters, will enable us to carry out plans of obtaining a bank license. The company



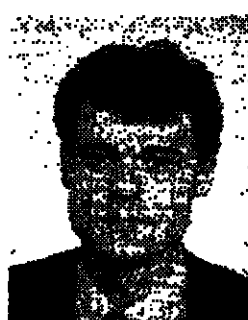
has generated an after tax profit of CZK 19.5 million (USD 750 thousand) in 1994, which represents 17.5 per cent of the net profit on equity.

Our two main shareholders are the foreign companies, ICEBERG s.a. Switzerland and Mancini Investments Dublin.

SECURITIES TRADING DIVISION

TRADING ON PRAGUE STOCK EXCHANGE

This division provides execution of trades for the clients of our company. It is responsible for the fast and accurate processing of trade instructions. Buy and sell orders come from the capital markets division, direct from local investors and also from individual trading points in different parts of the country. The core activities of this division are conducted by a team of six brokers, each fully licensed by the Ministry of Finance of the Czech Republic. The activities of other departments within this division are consequent to their activities. **DEALING** - provides contact with main subjects on the market, arranges (mostly by telephone) specific deals, and seeks out the most advantageous and reliable counterpart from the supply and demand on the market with an emphasis on identifying large blocks or shares. **STOCK EXCHANGE TRADING** is a department which processes the individual instructions, on the basis of one daily fixing at 11 am, into a computer trading system networked with the Prague Stock Exchange. During the day the department provides trading at a fixed price through a system that the stock exchange offers in order to adjust ledges of supply and demand from the morning fixing. **CLEARING AND SETTLEMENT** is a department which settles trades performed on the stock exchange and OTC market. It arranges property transfers in the Stock



Mr. Jiri Nadraskey

Exchange Depository, Securities Center, and in a clearing bank. **DEPARTMENT OF STOCK PAYMENTS** processes the daily results of individual trades, prepares financial settlements of individual trades in local currency for the clearing bank records, and processes data for the main economic division of the company. **STOCK EXCHANGE DEPOSITORY** is a department which guarantees accurate correspondence of property accounts in the Securities Center, Stock Exchange Depository and company's central computer. **LOCAL MARKETS** manages the daily communication within an extensive network of trading points' demand and supply orders which are comprised mostly of requests from the small local investor.

DEVELOPMENT OF TRADING OPERATIONS VOLUME

In 1994, our division processed and executed 5820 trading instructions; most of which were performed on the Prague Stock Exchange. The

company's turnover for 1994, for stock exchange operations, was CZK 8.1 thousand million (USD 324 million). Buy and sell instructions on average exceeded our target boundary of 1 million Czech crowns. These trades reflected a 13 per cent share of the total turnover of the Prague Stock Exchange. Unprecedented growth is already indicated for our company in 1995, with 7771 trade instructions executed and turnover of our stock exchange operations exceeding CZK 15 thousand million (USD 610 million) in just the first four months.

EXPECTED DIRECTIONS OF FUTURE DEVELOPMENT

Our division is actively preparing for the increased volume in trading our company expects on the capital market. The realization of our objectives is dependent on the implementation of a multi-terminal input into the Prague Stock Exchange's trading system, upon finding a qualitatively higher form of cooperation with the Securities Center's Central Database, and finding within the legislative environment, the most appropriate means of implementing nominee accounts with standards common to more developed markets. Our division also strives to find a clearing method for the clearing of stock exchange operations with the presence of more than one bank; with the intent of expanding our cooperation within the largest custodians of the Czech capital market.

ANALYTIC BASE OF THE COMPANY

Fall 1993 indicated that large volume trading could be expected on the Czech capital market, especially if predictions of high levels of foreign investor interest were accurate. Our company, having decided at that time to qualitatively reinforce and expand the analytic branch of our operation, positioned itself through continuous staff additions to offer the highest quality service to larger clients based locally and abroad. A specific emphasis was placed on serving the needs of foreign institutional customers. By expanding the expertise of our capital markets division, we were soon able to satisfy the significant demands of local and foreign institutional clients. Several subdivisions were created in the process; greatly expanding the number of services we now provide. They include: **PORTFOLIO MANAGEMENT** - where capable individuals manage the portfolios of our individual and institutional investors; **FINANCIAL** department where the status of an accounts liquidity in a clearing bank is observed daily through an on line connection with Giro Credit, Praha, settlements are made on trades conducted in local currency, and exchange rate hedging and foreign currency operations are managed; **SPECIAL OPERATIONS** deals with non-standard market transactions such as repurchase agreements, options and futures, exchange rate arbitration, strategic acquisitions, investment into our own account, etc; **FOREIGN CLIENTS OPERATIONS** executes the daily instructions of our foreign clientele including buy and sell orders which are not related to the portfolio management activities of our foreign banking clients. This division is also responsible for supplying our clients with urgently needed information about developing situations on the market and notifying clients immediately when sought after securities appear on the market. **RESEARCH** makes fundamental and technical analysis of developments on the market, compiles customized research



Mr. Radek Peleska

data, provides daily commentary of the events taking place on the Prague Stock Exchange, and continuously observes the market for primary issues and the introduction of any new securities.

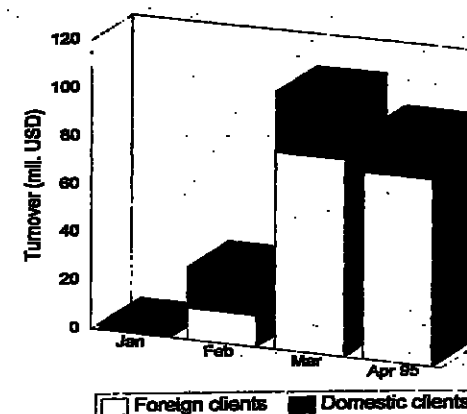
REVIEW OF THE MARKET

Even a glance at selected indices of the Czech Stock Market (see graph) evidences that share prices have plunged continuously for nearly a year. Dramatic slides in share values are typical of nearly all newly developed markets in their initial stages of operation since shares prices are usually introduced with universally high values. With the onset of trading in late 1993 and early 1994, it was typical for shares to be traded at prices 10 and

decrease a share price could be sold for (known as the supply ledge code 6).

When the HN Wood 30 index fell to a value of 2000 in February '94, where it hovered for over 3 months, it seemed that the market had finished reacting to the initial market trade activities experienced in the first months of trading on the Czech capital market. Many important foreign investors viewed this period as the anticipated mark of stabilization. In depth analyses

of the issues that challenge our company daily. We recognize the impact these conditions can have particularly on our relationships with foreign clients and therefore understand the added importance of, along with providing the highest standard of professional service, offering maximum flexibility, administrative simplicity and uncompromised reliability. Risks in delivery vs. payment are of a special concern (see graph indicating dollar



were conducted to evaluate perspective share selections, and all awaited the arrival of long term international portfolio investors.

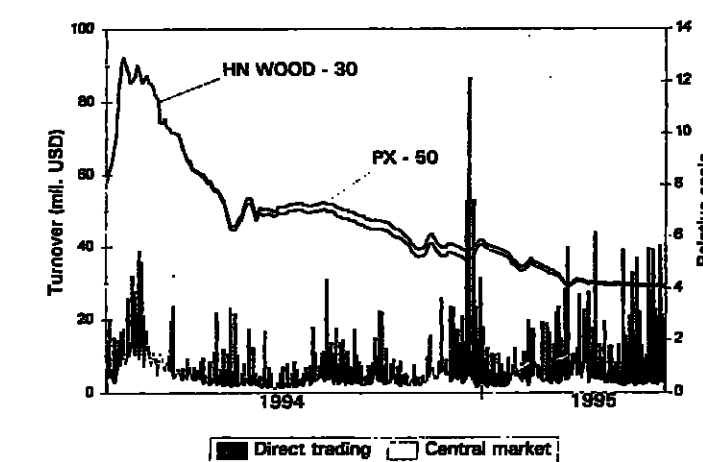
turnover trends for this year. Unreliable partnerships cannot be afforded since we specialize in the trade of large blocks of securities on the Prague Stock Exchange and clear large dollar items through Giro Credit, Praha.

EXPECTED DEVELOPMENT IN 1995

This year we expect to concentrate our human and technical capabilities on increasing the volume of performed operations, maximising the number of processed instructions, and restructuring the capital markets divisions to enable it to accommodate the requests of any investor regardless of the amount of investment capital or trade frequency intentions. Furthermore, we will continue to provide our employees with language and professional training in preparation for SFA licensing through the London based company BPP. Our company will soon be able to provide local clientele access to the most developed markets; an issue of growing importance as we approach the full convertibility of the Czech crown.

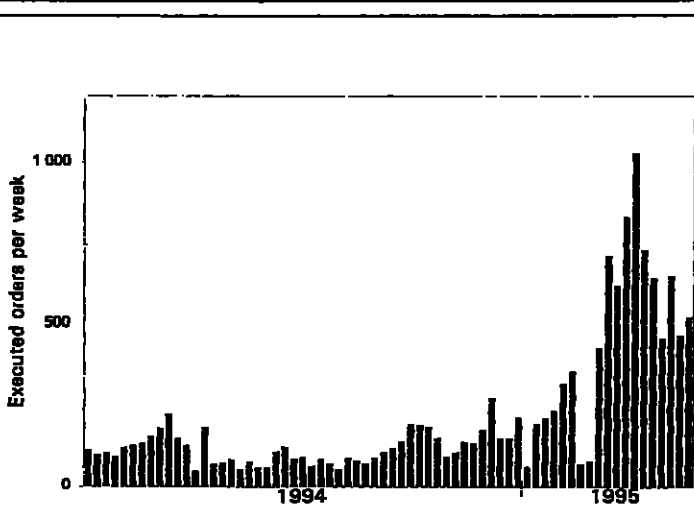
RISKS ON THE MARKET

Liquidity, functioning and market transparency are a few



sometimes 20 times their nominal value. Naturally, steep price declines followed such a trading boom as more realistic values were realized. Consequently institutional investors disposed of large blocks of shares and large amounts of speculative capital began to leave the market. The small investor had nearly no chance of selling his/her shares because of the restrictions placed on trading which limited the margin of

Unfortunately, it became soon apparent the period of price stabilization was off in the distance as prices once again began to plunge in June 1994. It was in fact yet a full year away, until now, when it finally appears that prices have "bottomed out", and the weakness and strengths in the Czech capital market are fully exposed.



For detailed information feel free to contact us at the following numbers:

ENGLISH	Tel: 42 601 218 130	42 601 205 182
	Fax: 42 601 207 898	
GERMAN	Tel: 42 601 201 917	42 601 218 139
	Fax: 42 601 207 898	
FRENCH	Tel: 42 601 218 717	
	Fax: 42 601 207 898	
CZECH/SLOVAK	Tel: 02 526 948	
	Fax: 02 526 949	
OUR ADDRESS:	Hybernska 12 Praha 1, 110 00 Czech Republic Continental Europe	

ECONOMIC DIVISION

ECONOMIC STATUS OF THE COMPANY

The company belongs to smaller companies by a number of employees. ICEBERG a.s. began its operation with 3 employees. It concluded 1993 with 7 full time employees, 1994 with 24 employees, and currently employees 30 people. The company maintains an organizational structure typical of a medium size brokerage firm. Further staff increases are anticipated particularly within the **STOCK EXCHANGE ACCOUNTANCY** department which deals with complex processing of stock exchange



Ms. Jana Chvalinova

operations and calculates any outstanding debt or liability on behalf of our clients.

CORPORATE ACCOUNTANCY is now a separate department which processes trade operations that are carried out on the company's own

account and reviews all accounting documents which pertain to the company. **ECONOMIC REPORTING** compiles exact economic data reflecting the company financial situation upon each month's end. This department is responsible for monitoring, on a daily basis, the company's economic position by compiling and analyzing the data received from each of the separate divisions within the company.

DEVELOPMENT IN THE LEGAL ENVIRONMENT

In the past five years, many amendments were made to

Czech law. The Czech tax system witnessed the most changes as rules were often amended several times within one year. These external conditions imposed on our staff the need for uncompromising expertise and flexibility. After the establishment of the Czech capital market, a completely new accounting and tax system was needed to specifically govern securities trading. Based on just a general instruction from the Ministry of Finance, ICEBERG a.s. created a complete system of accounting methods for recording the

trade of securities. This new system must be continuously complemented with the growth of the Czech capital market. It must accommodate the expansion of the types of transactions offered on the market, and their derivatives. Furthermore, it must stay synchronized with the constant changes in Czech tax law and accounting regulations.

DEVELOPMENT OF THE VOLUME OF ACCOUNTING OPERATIONS

900 accounting documents were in our records in 1992, 3000 documents were filed in

1993, and over 12000 documents were recorded in 1994. The number of client accounts we maintain has also grown significantly within the past two years. Previously, the financial funds of all our clients could be maintained in one general account. Such growth spawned the need for a new system of accounts whereby each institutional client now has its own local currency account. Foreign clients have, in addition, their own foreign currency account. Our new accounting records system allows us to immediately orient the

financial position of each individual client. We intend to connect the whole accounting records system with the records systems in our other divisions before the end of this year. Our goal (which is still unique to the area of securities trading in the Czech Republic) is real time data processing with an ability to provide a company's top management with the timely feedback of information necessary for effective management and decision making activities.

CZECH FINANCE, INDUSTRY AND INVESTMENT 9

Kevin Done finds western car components suppliers rushing to establish themselves in the country

Magnet for foreign investment

The automotive components industry has become one of the main magnets for foreign investment in the Czech Republic.

Encouraged by Volkswagen's takeover of Skoda in 1991, many western components suppliers have followed in the wake of the German carmaker.

The automotive sector accounts for about 22.5 per cent of all foreign direct investment in the country, ahead of any other industry. More than 40 joint ventures have been established with existing Czech suppliers, along with nearly 20 new plants built on greenfield sites.

The initial attraction for western components suppliers was the opportunity of extending their existing relationships with VW, Europe's biggest car producer, into the Czech Republic. Several are also finding, however, that the country is an attractive low-cost source from which to supply parts to other carmakers in western Europe as well as to other VW group operations.

Progress has not always

been smooth for the western investors. "We see it as a long, hard slog," says the market development director of a leading west European components maker, which now holds a majority stake in a joint venture in the Czech Republic. "There is a big lack of experienced Czech managers, and the good ones are attracted quickly to service industries. There is a real resource problem, and it is difficult to get managers to work in manufacturing."

Some companies underestimated the scale of the training and education programmes needed to raise quality and productivity to western standards, and have found themselves at the same time under heavy pressure from Volkswagen to lower costs.

"We have all come to realise

that taking a strong interest in a previously communist industry does not mean you can wish away decades of practices overnight," says the director of one components joint venture. "When you talk of total quality and just-in-time delivery, it is easy for local managers to say yes, we understand, but when you come to put it into practice it's different."

Most ventures are growing, however, to meet Skoda's rising domestic production and to serve carmakers in west Europe, and some have already been able to raise productivity to German benchmark levels, while taking advantage of labour costs that are a tenth of German levels.

On the debit side, western producers are worried by increasing absenteeism at their

Czech operations, in particular in areas close to Prague, where unemployment rates are barely 1 per cent. At the same time, while most companies have been privatised quickly, progress on restructuring has failed to keep pace.

The list of western components producers in the Czech Republic already includes many of the leading US and west European producers led by groups such as TRW, ITT, Johnson Controls, General Motors and Ford from the US, Bosch, Kolbenschmidt, Hella, Varta and Continental from Germany and Lucas and T&N (Goetze) from the UK.

The development and restructuring of the automotive components sector has been led by VW. It has worked hard to attract western compo-

ponents makers in order to improve the competitiveness of Skoda's domestic supply base.

We are only competitive if the supplier industry is competitive. We must help this restructuring," says Volkhard Köhler, deputy chairman of Skoda Automobil, and the man installed by VW to lead the transformation of the Czech carmaker.

Progress has been rapid since the group held two conferences in Prague and Bratislava, the Slovakian capital, in early 1991 to introduce Czech and Slovakian components producers to potential partners from VW's existing supplier network.

Last year Skoda's purchasing bill for production materials and components totalled

Kč19.6bn of which more than 80 per cent came from the Czech Republic (Kč14bn) and Slovakia (Kč2.1bn). Already about 44 per cent of Skoda's total purchases are from 42 joint ventures that have been established in the two countries by western producers, however, and a further 6.5 per cent came from 17 greenfield site operations.

The introduction of western partners has been crucial to VW's strategy for raising the quality and the productivity of its Czech and Slovak suppliers and for lowering its purchasing costs. The group employs a 30-strong team in its purchasing operations with the crucial task of raising the quality and competence of the domestic supply base.

The restructuring of the

Czech components sector is far from complete, but VW and Skoda have made significant progress.

Of 134 components plants audited for quality by Skoda in 1993 only two came into the top "A" category, but in a similar audit of the same plants earlier this year 27 qualified for the top ranking. Equally the number of plants languishing in the lowest "C" category had been reduced from 84 two years ago to 19.

The tough process of weeding out the least competitive domestic suppliers is only likely to intensify in the next two years. As Volkswagen integrates the Skoda product range into its overall VW group car development and engineering system, it is inevitable that the local Czech and Slovak content

of Skoda cars will be reduced, and that the imported content will rise. The new Skoda range to be launched towards the end of 1996, for instance, will be based on the same so-called "A" chassis platform as a new small Audi, to be unveiled next year, as well as the next generation Volkswagen Golf.

Mr Köhler argues, however, that the development of such common platforms for the group's Audi, VW, Seat and Skoda marques will open up export opportunities for competitive Czech suppliers, as the group moves to so-called "global sourcing" in the search for new low-cost suppliers.

He says that the process is already at work. "The more A-category suppliers we have, the more we can get them into the VW group network." Contracts already awarded guarantee Czech components exports to VW plants abroad worth DM300m by 1998. The increase in the value of such export contracts will more than offset the lower Czech content of future Skoda cars, says Mr Köhler.



Cracking under the burden of debt: trains in Náměstí Májového Square, Prague

New owners are to restructure the ailing CKD engineering group

Shock of the free market

Cracking under the burden of debt and battered by three successive years of losses, CKD Praha Holding, the heavy engineering group traditionally at the heart of Czech industry, is struggling to come to terms with life in the market economy.

Its industrial capacities for products ranging from trams and locomotives to compressors, diesel engines, and electrical generators, motors and transformers were built up to serve the enormous markets of Comecon, the former communist trading bloc.

The collapse of these economies wiped out a large part of its sales and left it with severe problems of obtaining payment for equipment already delivered, in particular to the former Soviet Union.

Since late last year the group has come under new ownership, however, and a fresh management team has been drafted in to undertake an urgent programme of restructuring. The task of restoring the fortunes of one of the country's most tradition-laden industrial groups has been taken on by Impo, the Czech engineering and management consultancy, which emerged as the majority owner in June last year.

Impo, itself privatised earlier through a management buy-out, paid close to Kč1bn to acquire a 51 per cent stake from the state in a public tender offer.

CKD Praha Holding, formerly the CKD group, which had a workforce of 30,000 at its

peak in the 1980s and still had about 25,000 employees in 1989-90 at the time of the "velvet revolution" has been reduced to a workforce of 12,000 during the past five years. Some of its operations have been separately privatised, some closed and the workforce has been cut back.

Last year CKD suffered a loss of Kč360m on a turnover of Kč7.1bn, but the new management team believes the group can be returned to profit this year. According to Petr Formanek, member of the board for management strategy and part of the 30-strong team brought in from Impo, CKD is forecasting a profit of Kč280m this year, helped by a 37 per cent increase in turnover to Kč7.7bn.

Exports account for about 40 per cent of turnover with the most important markets still to be found in the former Soviet Union in Russia, Ukraine, Belarus and Kazakhstan, which make up half of CKD's foreign sales.

The group says that it is exploring some upturn in orders from the countries of the former Soviet Union, including for trams from Ukraine, where it has a 34 per cent stake in a joint venture, which assembles trams from parts supplied by CKD.

It has embarked on a four-year restructuring programme. In early measures it has closed down a foundry and has merged two of its service divisions in Prague. Mr Formanek says the group is also seeking

to dispose of assets unconnected to the main businesses including several recreation centres, three castles and a stock of 3,000 apartments.

"We must concentrate our production," Mr Formanek says. "A lot of our factories are too big, with overcapacity associated with our earlier exports to the Soviet Union. These markets have disintegrated but our production base is still there."

In other areas the group must still invest, for example in CKD Tatra, its prestigious tram subsidiary, which claims to have made a third of the trams in use around the world. "CKD Tatra could have a very prosperous future, but it needs an investment of about Kč1bn by 2002," he says.

CKD has ended the joint venture originally agreed in principle in 1993 between CKD Tatra and AEG, the electrical engineering subsidiary of Daimler-Benz of Germany, in order to regain control of the tram operations, which are regarded as one of the group's most promising business areas.

"Many foreign companies came to the Czech Republic with one aim: to take part in our companies, to control the business, cancel R&D and transfer research work to themselves and to use us as cheap labour," says Vaclav Brom, group spokesman.

"We will never agree with such attitudes. We are ready to co-operate with western partners, but under equal conditions. We are continuing to

co-operate with AEG on a commercial basis case by case."

While many of the CKD plants are antiquated, CKD Tatra is operating from a huge modern plant constructed during the 1980s in the Prague suburb of Zlicin and was conceived before the revolution to build 1,800 trams a year.

The new plant built its first tram in 1990, but the collapse of communism has presented it with appalling problems. In 1993 when CKD Tatra's fortunes were at their lowest ebb it built only 20 trams.

Gradually orders are picking up, however, and Vladimir Klubik, the deputy plant manager expects to build 270 trams this year - up from 70 in 1994.

Domestic orders are picking up with 80 trams for Prague - the first order from the capital for six years - 20 for Brno and 10 for Ostrava, in addition to orders from Ukraine, Belarus and Uzbekistan.

One of the most urgent tasks facing the new management team has been to arrange a restructuring of its mountain of debts with Kc6bn of bank debts and Kc4bn owing to other suppliers.

The group's financial problems are aggravated by the burden of about Kc6bn of unpaid receivables, most importantly from Russia, which alone accounts for Kc3.5bn of the money owing.

The group has still not been paid for 200 locomotives delivered to Russia in 1991.

Kevin Done

Kevin Done examines progress being made at Skoda Automobilova

Proud heritage is revitalised

The prison block that once housed part of the labour force for the old Skoda car plant has been demolished. In its place stands a gleaming white and grey building, finished in recent weeks, that will soon house Skoda Automobilova's new paint plant. Nearby, earth-moving equipment is hard at work preparing the foundations for a new car assembly plant. This is the face of Czech industry in transition.

The rusty pipework and the tall chimneys of the factory-run heat and power plant - the ubiquitous landmarks of every Czech industrial town - still frame the Skoda plant. As do the grim rows of concrete apartment blocks at the edge of Mlada Boleslav, an industrial city 65kms north-east of Prague.

But in their midst the new Skoda is taking shape. The Czech carmaker - its once proud engineering heritage reduced to the butt of cruel jokes in some western markets during the communist era - is being revitalised as the fourth marque of the Volkswagen group, alongside VW itself, Audi and Seat.

Last year's production of 174,000 cars, depressed by the changeover to a new model range, is forecast to rise to 210,000 this year and to about 350,000 by the late 1990s, supported by the launch of a second car range at the end of 1996.

Much is riding on the success of the transformation process at Skoda. With a turnover of Kc35bn (\$1.3bn) it is the second largest Czech industrial group after CEZ, the Czech electricity utility. It accounts for 5 per cent of the Czech Republic's total exports - 14 per cent of the country's exports to the UK and 10 per cent of exports to France - and it employs directly and indirectly (through its components suppliers) 3 per cent of the working population.

The decision by Volkswagen, Europe's biggest carmaker, to spend DM1.4bn (\$972m) to acquire a 70 per cent stake in the Skoda car operations was a pioneering step, when the deal was agreed four years ago, and it remains the single biggest foreign direct investment.

"It was hugely important for the then Czechoslovakia and for the region. It put Czechoslovakia on the map as far as foreign direct investment is concerned," says Daniel Arbess, executive partner in Prague for White & Case, the US law firm and an adviser to the government on the original deal.



The group's immediate fortunes are riding on the success of the recently launched Felicia

Given the domestic significance of the project, however, VW's handling of the business and its relationship with the Czech government, still the minority shareholder in the joint venture, has at times been surprisingly abrupt.

The early euphoria generated by the deal was dispelled for good in late 1993, when VW abandoned without warning a prestige DM1.4bn loan facility for Skoda's only hours before it was due to be signed. VW's withdrawal, made without prior word to the Czech government, sent shockwaves through Prague and soured a relationship that had begun with such high hopes.

Fifteen months of laborious, painful negotiations between Prague and Wolfsburg, the VW headquarters, resulted in a revised agreement at the end of last year, however.

The turbulence between VW and the Czech government does appear to have soured public attitudes towards foreign investment, but it is a reaction that government ministers are keen to overcome.

"Overall, this joint venture has been a success," says Karel Dyba, Czech economy minister. "There have only been minor problems, and we have always found solutions. There is not the perception that the Czech Republic has

been sold short. At the beginning of the relationship there was more passion, but now there is more reason. Both sides are winning."

The original estimate of a DM3.5bn, 10-year investment programme for Skoda has been cut back to about DM3.7bn by the years 1991-2000. The capacity of 390,000 first mooted by VW has been cut to a plan to create a capacity for 340,000 cars a year, and the plan for a new engine plant has been dropped.

It is building the new paint plant at the heart of the main Skoda facility at Mlada Boleslav, with a planned eventual maximum capacity for processing 1,600 cars a day or close to 380,000 cars a year, working three-shifts, around the clock. And it is building the new assembly plant.

"For the new car we will start with a capacity of about 300 a day (70,000 a year), but we can expand to about 800 a day (185,000 a year) if the market demand is there," says Gerald Weber, Skoda Automobilova technical director.

The group's immediate fortunes are riding, however, on the success of the recently launched Felicia small family car, a radical updating of the aged Skoda Favorit.

It is examining a strategy for expanding Skoda into other markets in central and east Europe through the establishment of local kit assembly plants to overcome high import tariffs, and it will assemble up to 8,000 cars this year in Poland at a VW group joint venture plant in Poznan.

The German carmaker is also pressing ahead with planned reforms at Skoda, which in some respects are more daring in scope than anything it is attempting at its domestic plants - in particular in regard to the integration of components suppliers into its factories.

Skoda is established as the low-cost car producer in the VW group, but there are concerns about rising absenteeism and lack of labour mobility in the Czech Republic. "We must get lean structures," says Volkhard Köhler, Skoda Automobilova deputy chairman. "We have to look intensively all the time to cut costs."

While production is set to rise sharply during the next three years - from 174,000 in 1994 to about 350,000 in the late 1990s - Skoda is determined to reduce its workforce further in order to improve productivity. The number of employees is due to fall from 17,048 in 1993 to 14,460 by the end of 1995.

At the Forefront of Finance in Eastern Europe

Deutsche Bank is one of the most experienced banks when it comes to conducting business in Central and Eastern Europe. In fact, we have been present in the Czech Republic since 1990, providing our local and international clients with a wide range of products and services including:

- Corporate Banking
- Term Deposits
- FX/MM Operations
- Trade Finance
- Corporate Finance

As one of the world's leading financial institutions, Deutsche Bank not only provides local insight, information and contacts, but also a broad range of solutions to your financing needs. Call on us and make Deutsche Bank your business partner in the Czech Republic.

Deutsche Bank AG - Prague Branch - Jungmannova 34 - CZ-11121 Praha 1
Phone: (0042/2) 2421 3303 or 2119 1111 - Fax: (0042/2) 2408 8261

Deutsche Bank



CZECH FINANCE, INDUSTRY AND INVESTMENT 10

Truck makers are still recovering from the loss of Comecon markets, says Kevin Done

Not yet out of the woods

Commercial vehicle makers in the Czech Republic are treading a tight-rope, as they struggle to find a route to survival.

Operating in a European industry beset by overcapacity and still battling to overcome the heavy losses of recent years, Czech truck producers have failed to find partners in west Europe.

For Tatra and Liaz, the Czech heavy truck makers, the future remains clouded by the heavy debts and the lack of short-term finance. Both suffered losses last year, and both have still to come to terms with losing their previously captive markets in communist eastern Europe and in the former Soviet Union.

The uncertainty surrounding Liaz, once one of the leading makers of on-road heavy trucks for long distance haulage in eastern Europe, is compounded by government moves to sell off a majority 52.5 per cent stake in the group through a public tender offer, to be completed this summer.

Tatra, the specialist producer of heavy off-road trucks and traditionally a leading supplier of trucks to the Russian oil and gas industry, was one of the earliest Czech companies to be virtually 100 per cent privatised.

Its new owners, led by a group of five investment funds, are still struggling with its deep-seated financial problems, however. It is currently locked into negotiations with its banks over a further restructuring of its debts, which total about Kc3.8bn.

By contrast, the plight of Avia, the Prague-based light truck and heavy van producer, may soon be eased. Daewoo, one of South Korea's biggest industrial groups and its third largest carmaker, is about to acquire a majority stake in a

joint investment with Steyr-Daimler Puch, the Austrian engineering group.

The acquisition depends on the Korean group reaching an agreement with the Czech National Property Fund over liabilities for environmental damage at Avia, but Daewoo hopes a deal will be finalised shortly.

The demise of Tatra has taken its toll on the small industrial town of Koprivnice

Production by the three truck and van makers has plummeted since the collapse of Comecon, the former communist trading bloc, from 50,000 in 1989 to only 5,360 last year, although the industry believes that demand has begun to recover this year, albeit from a very low level.

Tatra suffered a loss of about Kc700m last year, its third successive deficit, following a loss of Kc2.26bn in 1995, according to Karel Beneda, who took over as Tatra chairman and chief executive last autumn. His appointment followed the short-lived and controversial management of Tatra by a trio of US executives led by Gerald Greenwald, the former Chrysler executive and now chairman and chief executive of UAL, the holding company for United Airlines.

Tatra production, running at about 15,000 trucks a year at the end of the 1980s, fell to only 1,400 last year. Output had to be halted completely for periods during 1993 and 1994.

The group, which had a workforce of about 15,000 before the fall of communism, has been forced to undertake a drastic restructuring, as it tries to bring its operations into line with its modest sales. Most of

the top management has been changed since September last year, following the departure of the US executives.

The Tatra workforce has been more than halved to only 7,200 with the latest dismissal of 1,300 workers taking place at the beginning of this year. The demise of Tatra has taken its toll on the small industrial town of Koprivnice, in northern Moravia, where the truck maker dominates the local economy. Unemployment in the area has grown to about 9 per cent compared with levels of 1 per cent or less in industrial towns around Prague.

But Mr Beneda believes that truck output reached its low point in 1994 at 1,400 and says that production could increase to about 2,500 this year helped by a rise in sales from 1,900 last year to about 2,500 in 1995. Tatra is still dependent for 90 per cent of its sales on foreign markets, chiefly in Russia, China, India and the Middle East with 60-70 per cent of production still going to Russia.

Crucially "the Russian market has stabilised and orders are going up again", says Mr Beneda.

At Liaz - where production fell to the lowest point in its history last year at 943 trucks compared with 11,000 in 1990 - demand has also begun to pick up modestly, led by the home market, but the company's ability to raise output is constrained by its shortage of working capital.

"We have orders and the technical capacity to produce more, but we don't have enough money to finance the production," says Jaromir Jiricky, Liaz general director. "Our output is limited by our financial resources. This is our biggest problem."

Mr Jiricky believes that the banks are unwilling to increase their exposure to Liaz, until a new majority shareholder emerges from the current public tender offer.

Bids must be made in mid-July and the result of the tender should be known before

the end of August.

At least for Avia, a new partner has emerged in recent weeks in the shape of Daewoo, the Korean vehicle maker, which is seeking to expand aggressively in Europe. It has entered into a car manufacturing joint venture in Romania and is in advanced negotiations on a joint venture in Poland.

In a consortium with Steyr-Daimler Puch, Daewoo won a public tender to take over the state's 34 per cent holding in Avia for Kc180m. It has since reached agreement with a number of investment funds to acquire an additional 16.3 per cent for Kc205.5m.

According to Ko Ju-Yung, director of Daewoo's Prague office, the Korean group is aiming to triple production of Avia's current range of light trucks and heavy vans from 4,000 this year to about 12,000 a year by 1997. About \$60m would be invested to modernise the products and increase production capacity.



Old Town Square, Prague

Business fact file

Information and advice	
Trade Links	tel: +422 24210692/0697
US Embassy Foreign Commercial Service	tel: +422 24510847
British Embassy Commercial Section	tel: +422 24510439
Prague stock exchange, Burza Praha, Na mstisku 3, Praha 1	tel: +422 24493111
Ministries	
Ministry of economy (minister: Karel Dyba) Staro mestske nam. 6, 11015 Praha 1	tel: +422 24897111
Ministry of finance (minister: Ivan Kocarik) Letenska 15, 11810 Praha 1	tel: +422 24541111
Ministry of trade & industry (minister: Vladimir Dlouhy) Na Frantisku 32, 11015 Praha 1	tel: +422 2851111
Ministry of privatisation (minister: Jiri Skalicky) Lazarska 7, 11121 Praha 1	tel: +422 24191111
Czech National Bank (governor: Jozef Tošovský) Na Příkopě 28, 11003 Praha 1	tel: +422 24191760
Banking	
Czechinvest, the agency for foreign investment (director: Jan Havelka) Politických Voznu 20, 11500 Praha 1	tel: +422 24221540
Ceskoslovenska Obchodni Banka, Na Příkopě 14, Praha 1	tel: +422 2411111
Ceska Sporitelna, Na Příkopě 29, Praha 1	tel: +422 24229268
Komerční Banka, Na Příkopě 33, Praha 1	tel: +422 24023111
Zivnostenská Banka, Na Příkopě 20, Praha 1	tel: +422 24121111
Investiční Banka a Postovní Banka, Senovazne namersti 32, Praha 1	tel: +422 24071111
Taxis	
AAA Taxi	tel: 342410 - 322444 - 3122112
Milrolux	tel: 350320 - 356192
Profi Taxi	tel: 61045555
Airline offices	
CSA	tel: 24815185
British Airways	tel: 2329020

Profile: Viktor Kozeny

Privatisation pioneer

Viktor Kozeny, the whizz kid of Czech privatisation, still makes his presence felt in Prague, even though he now lives several thousand miles away from the scene of his triumph in the summer surroundings of the Bahamas.

His Harvard group of investment funds is one of the most influential - arguably the most influential - of the 350-odd funds that have become shareholders in Czech industry as a result of coupon privatisation. Other fund managers considering whether to sell or buy shares ask themselves what he would do in their shoes. Harvard's brokerage arm is a main trader on the Prague stock exchange, and his company's research arm is one of the most highly regarded in Prague.

Mr Kozeny used the marketing skills he learned during a spell in the US in the late 1980s to convince sceptical Czechs of the benefits of the government's mass sell-off programme when it was launched in 1991.

He offered to invest the coupons, for which citizens paid

Kc1,000 each, on their behalf in exchange for guaranteed returns of up to 1,000 per cent. He ploughed the coupons his funds received into shares in 50 of the country's top companies, other fund managers followed suit, and the privatisation programme took off.

For the past 18 months, how-

The mass privatisation programme has been of benefit to many and painful for some

ever, he has been living in self-imposed exile abroad, first in Zurich and now in Nassau. In 1993 he accused a former Czechoslovak secret service agent of blackmail. The agent, Vaclav Wallis, accused Mr Kozeny in turn of blackmailing him. Mr Wallis was convicted of abuse of office and jailed but is now free again.

Mr Kozeny left the Czech Republic during the trial early last year and has not returned since. An investigation into his role in the "Wallis Affair", as the case is known, remains

inconclusive. The main allegation made against him is that he received inside information from Mr Wallis to allow him to build up big stakes in the most important Czech companies ahead of other funds. That charge has not been proven.

Mr Kozeny is at the very least a victim of his own success. The mass privatisation programme has been of benefit to many and painful for some. His youth and brashness have not sat easily in the reserved and secretive world of Czech business. He and his family indirectly own 25 per cent of the assets of Harvard's portfolio, and he is estimated to be worth \$200m. In a country where success often seems to be something to be endured rather than celebrated, Mr Kozeny's love of publicity raised hackles.

Some fund managers also resent his identification with the success of the coupon programme. "Other funds did what he did and are just as successful," says a rival fund manager. "He is just a public figure as those operated by the big Czech banks wield at least as

much influence as Harvard does, but none is run by someone as flamboyant as Mr Kozeny."

Mr Kozeny continues to run Harvard from his new base, but friends in Prague privately say that it has lost its direction. Petra Wendelova, Har-

vard's highly regarded director of fund management and Mr Kozeny's key official at the group, was recently snapped up by CS First Boston to head its fund management business. Prague's financial circles are also maturing, and its pioneering days are clearly behind it.

Vincent Boland

Investment company

InvestAGe a.s.

Management of mutual funds founded by InvestAGe a.s.

- portfolio management
- project and corporate finance
- securities trading

Office: InvestAGe a.s., Jandova 3, 190 00 Praha 9, CR
Tel.: +42 2 822 797, Fax: +42 2 823 257

VILA ****
Kozlovka

Kozlovská 24, 160 00 Praha 6
Tel: 42 2 325882
Tel/FAX: 42 2 3113373

ACCOMMODATION IN STYLISH VILLA
AT DIPLOMATIC GARDEN CITY
2 big terraces, large garden
7 double rooms, 2 suites, all with bath, phone,
TV, SAT, fridge, parking, garage.

YOUR OFFICE IN PRAGUE

- CUT THE COSTS OF ESTABLISHING YOUR OVERSEAS BRANCH
WE OFFER
- PRESTIGIOUS BUSINESS ADDRESS • MAIL, TELEPHONE, FAX
 - SECRETARIAL SERVICES • FULL SUPPORT FOR YOUR BUSINESS
 - FULLY FURNISHED OFFICES • REGISTRATION OF COMPANIES
 - COMPETITIVE PRICES • WE CAN ACT AS YOUR REPRESENTATIVES

PLEASE CONTACT
FIRST COMMERCIAL & DEVELOPMENT LTD.
Nostický palác, Malé nám. 1
110 00 Prague 1, Czech Republic
Facsimile: int. 422/4729671

Are developments and opportunities in Eastern Europe essential to your business?

Then you need East European Markets, a fortnightly newsletter available exclusively from the Financial Times, providing up-to-date definitive news, analysis and comment on:

- Business Investment
- Banking
- Business Trends
- Industry
- Technology
- New Legislation

...with two unique supplements:
Moscow Bulletin and
The Changing Union

Please send me a FREE sample copy (normally available by subscription only).
BLOCK CAPITALS PLEASE

Name _____
Position/Job Title _____
Company Name _____
Address _____
Postcode/Zip Code _____
Country _____
Telephone _____
Fax _____

Nature of business _____
Data Protection Act: The information you supply will be held by us and may be used to keep you informed on FT & Pearson's Professional products and sent by other selected quality companies for marketing purposes.

Simply return this form to: Sacha Kelly,
Financial Times Newsletters, Maple House,
149 Tottenham Court Road, London W1P 9LL
Telephone: +44 (0) 171 896 2329
Fax: +44 (0) 171 896 2333

The best partner for Central and Eastern Europe used to be ONE Austrian Bank.

Now it's an Austrian-Hungarian-Slovak-Czech-Bulgarian-Polish-Croatian Bank.



We are there to serve you.

Please contact "International Corporate Desk"
Raiffeisenbank AG, Budapest + 361/2662018
Raiffeisenbank AG, Bratislava + 421/4521111
Raiffeisenbank a.s., Prague + 422/34231270
Raiffeisenbank S.A., Warsaw + 482/6250440
Raiffeisenbank (Bulgaria) A.D., Sofia + 3592/890811
Raiffeisenbank Austria d.d., Zagreb + 3851/466466

Raiffeisen Zentralbank
Gesellschaft m.b.H. (RZB - Austria)
+ 43/1/71707/1589
RZB London Branch
+ 44/171/9292288

RZB Representative Offices in
Central and Eastern Europe
Moscow: +7503/2306078
Kiev: +7044/2961806
Bucharest: +401/3111697

RZB
RAIFFEISEN ZENTRALBANK ÖSTERREICH
AKTIENGESELLSCHAFT
Your East West Bank

FINANCE EAST EUROPE

FINANCE EAST EUROPE reports twice-monthly on investment, finance and banking in the emerging market economies of Central and Eastern Europe and the European republics of the former Soviet Union.

To receive a FREE sample copy contact:
Catherine O'Keefe
Financial Times Financial Publishing,
Maple House,
149 Tottenham Court Road,
London W1P 9LL, UK
Tel: +44 (0) 171 896 2284
Fax: +44 (0) 171 896 2274

FT

FINANCIAL TIMES
Financial Publishing